

Summer 2021 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. Have the ability to work with all types of people.
2. Have the ability to think and reason logically.
3. Have the ability to understand and solve construction problems.
4. Have the ability to make sound economic decisions.
5. Have the ability to communicate clearly and concisely, both oral and written.
6. Are computer literate and Internet capable.
7. Know and uphold ethical standards of the field.
8. Are prepared for successful entry into the construction industry.
9. Have 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 2021 Summer were...

Danis	Kokolakis Contracting	Hubbard Construction
Moore Electric	Power Design Inc.	Wharton-Smith
Haskell	Miller Electric	Marker Construction
Capital Concrete & Masonry Solutions	East Coast Construction & Development	SCI Development & Contracting
J. Raymond Construction	Carlton Construction	Batson Cook Construction
Superior Construction	Halfacre Construction	Providence Homes
Sawgrass, Inc.	Brasfield & Gorrie	Next Step Ministries
Allstate Steel Co.	Manson Construction	Stellar
Daher Contracting	CONSOR Engineers	Williams Industrial Svcs.
JAX Refrigeration Inc.	DF Luxury Homes	FG Firestone Products
Path Light Pro	Archer Western	River City Contractors
Dream Finders Homes	Riverside Homes	ICI Homes
Meek Development Group	Whiting-Turner Contracting	Kaneco Construction
Duval Landscape Maintenance	Shore Builders Inc.	Morales Construction
Warden Construction	Summit Contracting Group	Arco Design Build
Marand Builders	Gulfpoint Construction Co.	

Summary of Construction Industry Evaluations

	Excellent	More than Satisfactory	Satisfactory	Needs to Improve	Unsatisfactory	No Answer
Ability to work with all types of people	51	12	2			
Ability to think and reason logically	37	21	7			
Ability to understand and solve construction problems	30	19	14	2		
Ability to make sound economic decisions	28	24	11	2		
Ability to communicate clearly and concisely, both oral and written	37	18	9	1		
Are computer literate and internet capable	49	9	6			
Knows and upholds ethical standards of the field	46	11	6	1		1
Prepared for successful entry into the construction industry	36	19	8	1		1
Potential to be a leader in the construction industry and in the community	32	15	14	4		
Overall Rating	41	16	8			

Observations and Conclusions

Some observations on the construction industry evaluations are:

- Overall, the interns scored in the 'Excellent' to 'More Than Satisfactory' range. The students scored the highest in computer literacy, ethical standards, and ability to work with all types of people. The areas that need the most improvement are the ability to understand and solve construction problems, the ability to make sound economic decisions, and the potential to be a leader in the construction industry.

Additional Industry Feedback

Improving the Intern's Performance & Professional Growth

- The intern did a great job.
- The intern has a great attitude and takes initiative. He is currently in a new program with our company. We have selected a few interns and APM's that are training within the

safety group for 1 year. The intern was our first student and has shown patience while we build the curriculum. He has picked up on the subject matter quickly and shown great interest. I do not believe changes need to be made, only time to continue to learn and experience the construction world.

- The intern has shown significant growth since the beginning of his internship. We continue to challenge him with more tasks, and he has shown the ability to handle the daily obstacles we face.
- Work ethics and dress for success. The intern has a good handle on both.
- The intern could not have performed better.
- Integration of additional financial and agenda related responsibilities including: pre-construction budgeting, subcontractor procurement, work orders, change order management, labor audits, pay applications & project scheduling, construction meetings respectively.
- Overall doing everything the right way for improving in this field. The more jobs and different types of jobs, his professional growth will improve. Working with different people he will also grow with knowledge in different ways of completing a successful job.
- The intern was able to perform and complete tasks at a high level of accuracy and speed for being his first MEP internship. Items that can be improved upon with more time in the field/office: priority management with tasks having different levels of importance (was completed by others and individual tasks were given), overall understanding of the specific MEP trades (comes with time in the field as well as the office), plan reading (has made great progress here but could always use more).
- Put yourself out there, ask lots of questions, and never stop learning.
- Just needs more time in the field. He has the right stuff.
- The UNF students I have worked with have all performed well and have always been professionally dressed. Each UNF student has always conducted themselves in a professional manner.
- The intern is well rounded. He actively pursues his efforts and is eager to learn. The intern is a fine candidate for employment and would be very high on our list should he decide this is the industry he intends on pursuing.
- The intern needs to work on his problem-solving skills if he wishes to be a project manager in the future. I believe he gives up too quickly when provided a problem and looks to me for the solution.
- The intern has a bright future in the construction industry. During his internship at our company, he has shown individual growth, great aptitude, and dependability. The intern has primarily been on a new 12-story building, working out of the job trailer with the project team. This has allowed him to get hands on experience with the intricacies of managing a large project.

- Biggest item to add is experience which will only come with time. Could use a little more confidence, but I think that is solely a lack of experience issue that will resolve itself.
- The intern did an excellent job with everything we threw at him. I have no suggestions. We hope to have him back next year.
- The intern does a great job at learning and holds herself in a very professional manner. When giving her a task, I can trust that she is going to give her best effort and it will be professionally done. She is still young and has a lot to learn, but her effort and professionalism make up for what she does not yet know, and she is learning new things every day. One great quality is her humility and willingness to learn. Many people try to act as if they know what they're doing, but she is honest and that integrity is much appreciated in this field as we need people who can tell the truth and are willing to learn from others.
- He was a great intern! I think more experience will be the biggest way he can improve his construction skills.
- Experience is the best teacher, remain teachable. The intern has shown a willingness to learn and has picked up the processes very quickly. I foresee a bright future.
- The intern will prove to be a great addition to any company he works for especially after he gets more experience under his belt.
- The intern is efficient, professional, and works well with others. He understands the purpose of the tasks he is asked to complete and always completes the assignments on time. We can assign him a job and not worry about following up or making sure it is getting done. His attention to detail and willingness to listen, learn, and apply new skills has been a great asset to the team. Additionally, he can problem solve using the tools he has access to, which goes a long way in this industry. The intern is also great with technology and learns different software and programs quickly. The intern is learning and becoming more familiar with construction every day and shows much promise as someone new to the industry. The intern needs more time and experience in the industry to continue growing his understanding of construction like all young individuals in this field. Field experience is recommended for all interns for their construction edification. All marks indicating satisfactory are due to limited exposure and should not be considered deficient. The intern is doing an exceptional job as a team member and a reliable asset to our group here.
- The intern had a lot to learn, all new physical action on ground, he was progressing daily, good listening, skill and interact with the group, always ready to help and makes things easy for all.
- The intern's formal written and oral communication were professional and timely. Like a lot of young people, he is very comfortable with electronic communication such as email and texts, and much less comfortable with face-to-face meetings, especially with his supervisors. I would encourage him to improve his "in person" skills and understand

generational differences and corporate cultures for his next assignments. The inspectors that he worked with in the field found him engaged and interested and stated that he asked a lot of questions. He did not show the same interest in the administrative duties of construction management. One of his phase supervisors was very disappointed in his lack of interest and poor performance with office duties related to estimates and quantities. As a construction project manager for many years, I know that over half of your time is spent in the office working on design, time, and money issues. I would have expected him to be more flexible.

- Very satisfied with the intern's performance. She proved to be an essential asset for our project during her summer internship. She was very involved in our day to day activities and had an outstanding ability to follow our construction sequence. Keep up the good work.
- Keep practicing the base skills you've been learning. Get into more drawings and feel comfortable reading and finding information within them.
- Being more proactive in the workplace, respond promptly to tasks/problems, have the initiative to change a situation or anticipate the need to do something. To be ahead of the game and make things happen.
- Continue to expand your breadth of knowledge across the whole lifecycle of a project – from initiating the GC relationship which provides the opportunities to bid their projects all the way to close out procedures when finishing a project.
- The above boxes were checked "excellent" because the intern was a textbook example of each description. These selections were not made lightly. Given his ability to literally check boxes off in his workday so easily, my recommendation would be to put him on a manager-in-training path if one is available. If not, I'm sure he would create his own curriculum outside of UNF, in order to challenge himself further. He has been infused into resources such as NEFBA, CBRC, YPG, NAHB, FHBA, to show him where he can find a wealth of knowledge about the industry from all facets of residential construction. We've met with industry leaders for lunch to discuss what makes a great leader. The intern has toured a warehouse newly opened by an entrepreneurial trim material specialist. He's seen a large company work through excruciating challenges during this pandemic and has developed business contacts that are not only willing to help mentor him but tell others why they should as well. If the intern can focus on his classwork and also balance a manager-in-training path, he will be able to graduate with a knowledge of each department and facet of residential construction with the "big picture" perspective that would come from mentors and programs focused on leadership. The best leaders I've known have been comfortable with people, confident, yet not afraid to make mistakes, and able to take all purchasing, accounting, construction, scheduling, and customer service into account when making decisions as the company president. Many of the leaders came from UNF. The intern is in the right place to be successful.

- The intern is an excellent testament to the construction management program. He has excellent problem-solving skills, top notch professionalism, and dedication to being the best he can in the trade. He is self-motivated and has continued to excel in the increasingly complex challenges I have worked him on. He communicates well with all parties we work with architects, engineers, contractors, etc.
- The intern has a great work ethic and great people skills. That coupled with his construction management academic foundation will surely make him a great addition to the industry.
- The intern was a quick learner and a very confident young man. I feel age and experience could help him with patience and decision making. Overall, he is a great communicator with our clients and that is very important in this industry.
- The intern would benefit from reaching out and asking more questions about the work being performed. He shows promise and would benefit by opening up and communicating more with team members.
- There are specifics that I suspect most interns need – experience (hence the program) is obviously key, but also I'd have liked to have seen that he had tangible training and experience of several software programs and platforms such as excel, scheduling, and project software like smartsheet, plangrid, and raken to name a few. Our ability to help provide him with more of a management type of internship would have been significantly improved had he had tangible experience in some of these programs. He did a great job of taking what was thrown at him which was initially working on a construction remodel and then being given a few simple design and planning tasks. I've assigned him a "final" if you will of building a construction schedule for a project. Perhaps this could also be a part of a Capstone project as it's very critical knowledge any graduate from a construction program should have and that schedule tied to a real project under construction should prove very educational for him.
- Keep looking for ways to improve and learn every day as construction is a very challenging career and changing constantly. Keep up the good work!
- The intern performed his assigned tasks well and demonstrates he is eager to learn. His tasks to date have been limited to office/clerical type work with assisting in obtaining and compiling the close-out documents for a project that is wrapping up. This experience has given him the opportunity to communicate with numerous subcontractors and vendors. He's also participated in reviewing product submittals and shop drawings for a new project that is just starting up. The new 40,000 SF project broke ground this week and the intern worked his first day on the jobsite today. We plan to utilize him on site 2 to 3 days per week as his next semester schedule will allow. This onsite experience will be valuable to his success in the construction industry. He will assist me, the APM, and the Superintendent in a mixture of project management and field related tasks. The intern is excited about this opportunity as he will get to see all phases of the project from the foundations through completion.

- The intern has done a great job at our company for the summer. He is consistent and asks plenty of questions in order to understand the details of what is happening around him. His main focus for growth would be to focus on his communication, more specifically written. While much of construction is still handled in face-to-face conversations, communicating complex concepts through email is a critical skill. This is not to say that his communication was unsatisfactory, but this is an area that through review of his biweekly reports for school, that I felt could be improved. Much of what is generated through reporting ends up in the hands of owners, clients, and management. This should be well written, clear, and concise as well as accurate. I have no doubt that the intern understands the concepts in which he is discussing but getting that understanding into words is a challenge that can take years to master. Secondly, the intern could benefit from field experience in the construction industry. While experience in his previous career did provide him with some exposure, it is still critical for young engineers to get as much field experience as possible. This coincides with the recommendation to improve upon communication. Communicating in the field with field supervisors, foremen and tradesmen is a different kind of communication that can only be learned from experience. This field experience will not only provide him a different perspective, it would also teach him things that can only be learned in work boots and a hard hat.
- The intern has been a great help in her short time and is on track to having a successful career. She is dependable and hard working. I expect her to improve on leadership as she gains experience and knowledge.
- Continue to expand immersion into various cloud-based management platforms. Join and participate in trade associations such as Associated Builders and Contractors (ABC) and National Association of Office and Industrial Properties (NAOIP). Encourage expanded interaction with specific subcontractors, i.e. HVAC, electrical, plumbing subs.
- The intern asks questions and is not afraid to get his hands dirty. Quick to complete tasks and help with anything possible. Continue to ask questions and insert yourself into the position that you want to pursue. Make sure to extract all of the knowledge possible from experienced people regardless of their trade.
- Throughout the internship, the intern has always been extremely eager and determined to learn as much as possible. The intern frequently asks questions, always trying to gain as much knowledge as he can in any specific subject. One of the intern's greatest strengths is his ability to communicate and converse with all parties no matter the setting. The intern's written and communication skills have definitely improved throughout the semester; however, I do believe this could be an area for the intern to focus on. Being able to communicate in writing in a clear and detailed manner is extremely important in the construction industry, however, I am confident that the intern will continue to improve his skills with time.
- The intern was well prepared for any tasks that we expect an intern to be able to perform.

- Really just time. She is growing every day. Learning leadership and learning how to work in commercial landscape takes time.
- Work on and read about entrepreneurship. Stay organized.
- As with any student he would benefit from additional exposure to real world experiences. The intern would benefit from understanding the need to follow up. Whether it be to input his calendar a reminder to follow up on a task he was assigned, i.e. not getting a phone call returned within 24 hours means it may be time to call that person back. Leaving a message is not enough effort to complete a task.
- Construction related knowledge needs to improve. Might be helpful for him to spend more time on a construction site versus office work. Work ethic and general workplace standards needs to improve. Project management skills need to improve. Skills such as scheduling, take-offs, and project documentation need improvement. Needs to take more ownership of the project he's working on.
- The intern was a tremendous asset to my team. He is very professional, courteous, inquisitive and a self-starter. Whatever task or project that has was faced with was handled like a seasoned veteran. I am sure he will have a prominent future wherever he lands. It appears your program is giving the students the tools and skills they need to be very successful in the construction industry.
- Keep up the good work, curriculum taught matches well with "real-world" requirements.
- Excellent growth will benefit with a few more years in the field (on site) hands on. The intern has done a great job.
- Nothing replaces experience and knowledge. That is why the intern received some "need to improve" marks. Confidence, experience, and responsibility all come with time. I feel the intern exhibited good qualities with all. Several contractors had positive and good comments regarding his abilities. I do feel like the intern has the ability to succeed in the commercial construction industry.
- Focus on communication within the team.
- Try and become more reliable in your ability to problem solve. Do not always call and ask when a problem occurs. The only way to learn this trade and be successful is to fail and correct your mistakes. Always remember errors can be fixed and that is how we learn.

Improving the Internship Program

- Not familiar with the UNF program to make suggestions. I would like to explore opportunities to be involved with the program and work with the students on construction safety management.
- Require interns to provide donuts every morning!
- Site visits of other intern's projects to expose students to more sectors of the construction industry.
- I would say better communication with the College. Perhaps the school could suggest what resources they might lack so we could show them that area in the field.

- Overall seems to be in a good position. Our company also utilizes a weekly summary of the tasks completed and items requiring more assistance to help our program as well.
- More focus on interior trim details.
- UNF has produced many great students that our company has hired over the years. As I have worked with them during the internship this is my first time to be the designated supervisor. It would be nice if the student had a syllabus that they could give us so we could work in timely examples into their internship and maybe in the process reinforce what is being learned in the classroom.
- We have utilized several interns from the University of North Florida. To date most of the candidates have been prepared and willing to do what is necessary to succeed. I would stress to students that construction is not a 40 hour per week job. If they are only expecting to work 40 hours per week they need to find another field.
- Nothing to add, just keep those kids out in the industry learning!
- I have no suggestions. It seems to be efficient and effective.
- Have other students visit construction sites outside of the company that they are interning with so that they can see different approaches from multiple companies. It would also be helpful for students to visit different types of projects such as a commercial office building, a federal job, something industrial, maybe a sports/entertainment project and a medical/hospital project. They could do this within the company that they intern with or visit other company's projects, but it would help them to find similarities across different types of projects while also noticing the differences in each project. This kind of exposure early on could help them to know what kind of work they want to pursue within their professional careers upon graduation.
- UNF has always done well with stressing the importance of the internship program. Please continue to do so. However, I think it could be beneficial to have the internship leaders/directors at UNF visit their student interns while they are at work. This could allow the intern to showcase their office and what all they are doing to help their respective company.
- More flexible hours to do classes so the internship can have enough hours on the ground.
- There is an opportunity to help further develop the young talent in the BCN program by having the intern prepare and present on their experience in the internship program. The intern could prepare a PowerPoint and give an oral presentation. Some suggestions on topics could be "what they hoped to learn vs. what they were able to be exposed to" or "give 3 examples you learned that were different in practice than you expect" to give a few options.
- You guys do a great job running this program!
- Continue to canvas the local businesses for opportunities for your students.
- Industry experience as a student is a phenomenally important leg up for the intern and all the other students in the program. I am honored to have the opportunity to teach the next generation of construction professionals. Kudos to UNF; great program!

- Having partnerships with companies that are directly related to this program and course work would ensure the internship is truly preparing students for a career in construction management.
- The internship program could benefit from implementing a goal development program. Such a resource would allow the intern a mentor to effectively track progress and strengths through the internship.
- A baseline knowledge of the intern's current understanding of construction practices would help the mentor map out a development strategy more effectively.
- The internship program could benefit from socials in which mentors and leaders from the greater Jacksonville area meet with the UNF professors to discuss learning outcomes and how each company works with the interns. A peer group to discuss best practices for not only the university but also the companies that employ the interns. This would allow not only the university to learn about companies and their internal internship/co-op programs, but also allow the companies to learn from one another and better the program for everyone.
- I believe that having a clear set of objectives set at the beginning of each semester would allow managers to focus more in depth on specific aspects of the construction industry when working with their intern.
- Having an internship program is an excellent opportunity for students to get real world experience and I'm glad UNF requires it. However, I am not clear on what UNF does to develop the program or the intern, so it is difficult to advise how to improve it. Possibly having formal meeting (class) to allow the students to discuss experiences. This sharing of knowledge may help others to see the big picture of what employers expect. Students should be taught to ask the employer how assigned tasks will be used or evaluated. Students need to understand how estimates and take-offs are used so they can properly provide the necessary information. IE: Concrete take-offs: there is a significant difference between sidewalk concrete and 2nd floor cast in place concrete in terms of material and labor costs so they should not be lumped together in a final volume of concrete needed.
- Students should be sent to internships with basic project management knowledge. They should already know how to review drawings, perform take offs, basic scheduling skills, and Bluebeam or similar mark-up software skills. It should not be on the company to provide this sort of training except in the event we are using a proprietary software of some kind.
- The program seemed very easy for both the student and us to use. I hope we can get more interns from your program in the future.
- Send us more interns.
- Satisfactory!
- Biggest thing for general contractors is having employees out of college that have also been hands on prior to becoming a superintendent for a general contractor. For interns to

learn how to do the jobs the subcontractors do as well as learning how to run the jobs is important.