



HIP MENTOR AND INTERN ROLES AND RESPONSIBILITIES

The successful development of the next-generation workforce must be an active and collaborative effort among the HIP Mentors/Supervisors, HIP Interns, and the HIP Program Manager. In order to meet appropriate short- and long-term program goals, individuals must know their roles and responsibilities and the part each participant plays. Each role is appropriately presented below:

Mentor/Supervisor

The mentors will facilitate both the personal and professional growth of the interns through knowledge sharing and the provision of insights learned from years of experience. The mentor is expected to be helpful, considerate, sensitive, approachable, open, fair, and genuinely intent on the development of the intern. Mentors should assist interns in both hard skills (technical) and soft skills (interpersonal skills).

Hard skills are vital, yet tangible skills that can be taught, identified, measured, and related to an organization's core business. Possa (2006) writes: "Universities across the globe are increasingly required to produce highly skilled graduates who are able to respond to the ever-changing and complex needs of the contemporary workplace".¹ Hard skills are not enough to develop a successful employee. Yunnus and Li's (2005) findings show that serious concerns have been expressed about an increasingly wide 'gap' between the soft skills and capabilities of graduates, and the requirements and demands of the work environment in an increasingly mobile and globalized society.² Soft skills relate to emotional intelligence and interpersonal skills that people use daily to communicate and interact with other people. People who have worked on developing strong interpersonal skills are usually more successful in both their professional and personal lives. Alshare et al. (2011) argue that soft skills, like communication, continue to top recruiters' lists of desired attributes for prospective employees; this is true even when the list includes the hard skills necessary to perform a specific job. Additionally, the lack of communication skills is in the list of top work place frustrations.³ Soft skills may refer to general skills such as communication, networking, time management, negotiation, teamwork, problem solving, or positive work attitudes.

Mentor responsibilities:

- Serve as a role model and teacher to assist with the development of the intern.
- Advise intern on the development of interpersonal skills.
- Share relevant experiences.

¹ Possa, G. (2006) "Europe's Universities Response to Europe's Challenges", Higher Education in Europe.

² Yunnus, K. and Li, S. (2005). "Matching Job Skills with Needs". Business Times.

³ Alshare, K. A., Lane, P. L., & Miller, D. (2011). Business Communication Skills in Information Systems (IS) Curricula: Perspectives of IS Educators and Students. Journal of Education for Business.

- Conduct one-on-one mentoring sessions with interns
 - setting clear goals and expectations (Intern Task Assignment Agreement)
 - holding interns accountable for expected outcomes,
 - identifying what is working and what isn't, and
 - providing constructive feedback to the intern.
- Maintain regular contact with your intern, be accessible to your intern and have a back up for interns to contact when you will not be present.
- Assist intern in establishing and maintaining professional networking relationships.
- Ensure the intern is familiar with the work place environment.
- Submit all HIP deliverables by specified due dates – refer to the “HIP Mentor’s To Do Checklist” for actions and due dates, etc.
- Ensure that your intern understands the responsibility to safeguard sensitive material, such as talking about work outside the office, use of cell phones with cameras in the work area, etc.
- Ensure that all deliverables are marked with the appropriate distribution statement for “Clearance of DoD Information for Public Release” for all Research Portfolio deliverables (intern research paper, poster and presentation slides and mentor’s report).
 - Resource: DTIC's Web Page at: <http://www.dtic.mil/dtic/submit/guidance/distribstatement.html> provides guidance for determining the appropriate Distribution Statement.

Intern Responsibilities:

- Work with your mentor to develop an agreement for understanding and accomplishing your goals (Task Assignment Agreement)
- Establish regular times for meeting with your mentor and keep to the schedule
- Work with all due diligence as a participating partner of the research team led by your mentor.
- Respect and honor confidentiality
- Model good professional behavior at all times.
- Develop a professional network with your mentor/supervisor and colleagues.
- Seek out and initiate communication with your mentor/supervisor and colleagues.
- Ensure required documentation is submitted by required due date.
- Raise issues of concern regarding development to your mentor/supervisor.
- Document your intern experiences
 - in a lab notebook to assist in final project completion and
 - in a Weekly Activity Report where you report progress to your mentor and receive feedback.
- Prepare and submit final research report.
- Prepare a slide presentation and give a briefing on your work. The date, time and place will be coordinated by your mentor.
- Submit all deliverables specified by your mentor.
- Clearance markings - Work with your mentor to ensure that all of your deliverables (i.e. reports, presentations and posters) are marked with an appropriate distribution statement.

- During your internship, ensure that you understand what work, documents, code, etc. you can or cannot use once you return to school. It may not be obvious to you what information or why the information is regarded as “unclassified sensitive” or higher and must be safeguarded. Make sure you fully understand your responsibility to safeguard national security information during and after your internship.