Smith SCHOOL OF BUSINESS Queen's University

Career Advancement Centre

Full-time Master of Management Analytics (FTMMA)

Internship for Credit

EMPLOYER GUIDE

Introduction

Thank you for your interest in recruiting at Queen's University! The Full-time Master of Management Analytics (FTMMA) Internship for Credit Program offers employers an opportunity to hire interns for a 4-month or 8-month period. The Smith Career Advancement Centre (CAC) wants to make the process of hiring an intern as easy as possible for both you and our students. The following guide gives you a brief overview of the program model and detailed instructions on the steps required to hire an intern.

We encourage all employers to contact the CAC Office at any time to discuss how we can help you advertise your roles and recruit students.

About The FTMMA Program

The Full-time Master of Management Analytics is a 16-month graduate degree beginning each year in September. The program is designed to develop leaders who can bridge the gap between data science and business decision-making. Students acquire technical analytics capabilities while developing expertise in strategy, project management, leadership, and business transformation.

Class Profile

The class of 2028 comprises 62 students, 40% of whom are female. Additionally, 50% of the cohort is international; however, 80% of those international students completed their undergraduate degree in Canada or the United States.

About The FTMMA Internship For Credit Program

The FTMMA Internship for Credit Program provides students with a 4-month or 8-month work experience term. FTMMA internships are full-time, paid, professionally supervised, career-related positions offering students the opportunity to learn about the business industry or function of their choice. Internships will begin in the Spring, starting in May and run until August or December, with another option of a 4-month internship starting in September until December. Internships are paid and must meet local labour laws and employment standards. The average salary of an intern ranges from $25-$35 per hour. The program is open to domestic and international students (international students have a work permit) and internships can be in Canada or outside of Canada. If the firm is located in Ontario, firms may be eligible to claim the Ontario Co-operative Education Tax Credit. Throughout the internship, students will be required to submit assignments to the FTMMA program, including a final report that will feature an employer evaluation of the student. Students will return to school after the internship.

How do students enter the program?

Students are enrolled in the Internship for Credit track prior to entering the FTMMA program in September. The CAC runs a preparatory program to ensure their application materials are ready. Students can apply for roles through our internal job board (Quest), company websites, or other job boards. In some cases, students may apply for roles in their home countries.

Why recruit students from this program?

FTMMA students bring a strong quantitative foundation along with hands-on training in analytics, data strategy, and AI applications. Many join the program directly from technical or business undergraduate degrees, while others bring early-career professional experience to the classroom. This mix, combined with a blend of domestic and international students, brings a global, diverse perspective.

During the internship, students apply the technical and business skills they've been building through coursework and real-world corporate datasets, making a tangible contribution to your organization's analytics initiatives.

Students bring fresh ideas and current technical fluency to your team during their internship, and return to campus to share their experience, raising your organization's profile amongst new graduates and future interns.

During the internship, students can:

- Support data-driven decision making
- Develop dashboards and business intelligence solutions
- Conduct market and customer analytics
- Identify operational efficiencies and business opportunities
- Apply machine learning and predictive analytics techniques
- Assist with AI strategy and implementation initiatives

Support from Smith

We offer support to employers throughout the entire internship process, from the recruitment to internship completion.

1 Recruitment Phase

- Starting in September 2026, we follow a continuous recruitment cycle, so you can post internship positions, interview students, and extend offers when it is convenient for you. Students have two internship options - for those starting in May, the latest deadline for internship offer acceptance is March 31, 2027; and for those starting in September, the latest deadline is July 30, 2027 but students can accept much earlier upon offer date.
- Our CAC team will post your internship on our internal job board, which is only open to Smith students. Our team can also help with scheduling interviews and offer extensions.
- We promote internship positions to campus partners (faculty offices/student groups) and through online channels. You are also welcome to run an employer information session in person or virtually.

2 Offer Phase

If you are hiring a FTMMA student as part of this program, please provide the following information in your offer letter and send a copy to the student and to CAC Program Coordinator, Nivin George nivin.george@queensu.ca

- Name of your chosen candidate
- Job ID and position title
- Start date
- End dates or duration
- Salary
- Location
- Deadline to respond
- Benefits/vacation
- Work schedule/overtime hours
- Any changes to the original job description

3 Agreement Phase

- Once the student accepts the offer, you will be sent an agreement ('EXPERIENTIAL LEARNING PLACEMENT AGREEMENT – PAID PLACEMENTS'), which outlines the terms of the employment as an Internship for Credit requirement for the student. This will make the internship eligible for the internship tax credit.
- International students will share their work permit with the employer.

4 Internship Phase

- The CAC prepares students for the transition from academic study to work settings through 1-1 advising, assignments and professional workshops. Our team is available to students throughout the internship.
- We encourage student learning and skill development through reflection and evaluation components while on internship. As part of their credit, students are required to submit a reflection paper to the FTMMA program office based on an employer mid-term evaluation with the student.
- The Employer will be required to provide an end-of-term evaluation which will be submitted as part of the student's final grade.
- The FTMMA team is always available to offer support to employers and students.

Hiring Incentives & Tax Credits

Additional Hiring Incentives (e.g., wage subsidies and funding) may be available through government programs designed to offer support to employers who hire students from accredited programs at their school. We encourage all employers to explore the various programs and apply early. Please note that some grants, subsidies and other government assistance will reduce the amount of the Ontario tax credit. For more information: https://www.ontario.ca/page/co-operative-education-tax-credit.

Employers in Ontario who hire students enrolled in the FTMMA Internship Credit Program may be eligible for the Ontario Co-operative Education Tax Credit. Upon the employer's request, a tax credit letter will be provided by Queen's verifying the student's enrollment in the program along with their internship start and end dates.

Additional Resources:

- EDII Best Practices through the Recruitment Cycle
- Experiential Learning: Investing in Student Skills and Experience Development
- Hiring & Engaging Diverse Student Talent: Employer Toolkit

Recruitment Timelines

The FTMMA program offers two internship options. The list below outlines recommended recruitment periods for each so that you can access the widest pool of applicants.

Recommended Recruitment Periods

Internship Option 1: May Start

> **Position Start Date:** May 3, 2027
>
> **Timeline:** Internships should run for at least 10 weeks anytime from May 3 – September 3, 2027. The 8-month internship can run from May 3 – December 31, 2027.
>
> **Peak Time to Post:** January - April 2027
>
> **Suggested deadline for Students to Accept an Offer:** March 31, 2027

Internship Option 2: September Start

> **Position Start Date:** September 1, 2027
>
> **Timeline:** Internships should run for at least 10 weeks anytime from September 1 – December 31, 2027
>
> **Peak Time to Post:** January - July 2027
>
> **Suggested deadline for Students to Accept an Offer:** July 30, 2027

Employer Commitment

In hiring an intern from the FTMMA program, you agree to the meet the following conditions:

During the Recruitment Phase

- Follow this Employer Guideline for posting roles and timelines for recruitment.
- Follow the CACEE Ethical Recruitment Guidelines: https://www.cacee.com/recruitment.html
- Inform the Program Coordinator, Nivin George nivin.george@queensu.ca if a student has accepted the offer and you would like to proceed with the agreement letter.

During the Internship

- Fairly compensate the intern for their work.
- Provide training to assist the intern in fulfilling job responsibilities.
- Structure the intern's work activities as outlined in the interview/hiring process. It is recognized that some changes may be required by the employer's need to react to changing business conditions.
- Assign a mentor to the intern, if available. Mentors can be the intern's direct Supervisor or another appropriate individual within the organization.
- Provide opportunities for personal and professional growth.
- Offer the intern opportunities to interact with professional peers and role models.

- Use the performance evaluations to provide the intern with feedback regarding areas of strength, weaknesses and suggestions for self-improvement and skill development. Provide feedback via mid-term and end-of-term evaluation.
- Abide by all applicable laws and regulations as employers, including the Ontario Occupational Health and Safety Act or jurisdictional equivalent. The employer is responsible for the intern's health and safety at work as per the 'EXPERIENTIAL LEARNING PLACEMENT AGREEMENT – PAID PLACEMENTS'.
- Provide the intern with a safe workplace adequate for the execution of a meaningful learning experience.
- Promptly communicate any current or impending issues or concerns that may materially affect the intern's employment status, including health and safety concerns, to both the intern and the CAC Office (i.e. injuries, workplace accidents, performance concerns, etc.).

Finishing the Internship

- Provide the student with a final formal performance evaluation along with constructive feedback on how the objectives of the internship were met, strengths, and areas for improvement.
- A copy must be provided to the student and the school contact at the CAC, Nivin George nivin.george@queensu.ca in order for the student to be assessed for their grade.
- Request the Ontario Co-operative Education Tax Credit letter if eligible from the CAC, Nivin George nivin.george@queensu.ca
- Any changes to the core responsibilities of the job should be promptly communicated to the CAC.