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Part 1: The Basics of an Internship Program

Internship Program Overview

An internship is an opportunity to enhance a student's classroom learning through practical career-related work experience. The City's internships should have the primary goal of providing students supervision and a chance to learn while contributing to the City's needs.

The Program offers high school, college, university or graduate students the opportunity to gain both academic and practical experience working in local government. The internships are designed to provide the participants with the opportunity to apply academic skills to various "real world" assignments with the City. Students will have the opportunity to learn about the City of St. Helena and the exceptional services it provides to the community.

Qualifications

Candidate must be at least 14 years old, a student currently enrolled in high school, college, university or graduate program with a GPA of 2.0 or higher, interested in learning about careers in local government while obtaining related work experience. Candidates must also meet any course requirements for the specific internship program, as outlined in the internship announcement.

The selected candidate must be able to pass a background investigation and pre-employment physical examination.

Benefits of Hiring a Student Intern

Internships were rated by employers as one of the most effective recruiting methods for hiring new college graduates, according to the 2011 Job Outlook survey conducted by the National Association of Colleges and Employers (NACE).

The internships provide the following benefits:

- Interns can assist with special events and/or short-term projects.
- Interns may offer new ideas and innovative approaches.
- Interns are typically self-motivated and eager to gain experience.
- Mentoring an intern provides your staff member an opportunity to develop supervisory skills.
- An intern can be evaluated and trained for possible future employment.
- Providing internships can be a cost-effective solution for short-term projects.
- A full and realistic view of the world-at-work and integrates academic preparation with practical application and skill development in the work place.
- An opportunity to network with professionals in one's field of interest and a chance to explore career options and develop transferrable skills.
- The opportunity to earn a reasonable wage while obtaining valuable work experience.

Intern Classification, Operational Title & Salary Range

Human Resources will classify all interns under "Casual Worker" classification. Salary ranges will be based on four levels according to the intern's education and current school enrollment status as described below.²

- Level I - Intern
 - High school students enrolled in regular high school classes
 - Those enrolled in an alternative vocational high school
 - Students working toward high school equivalency
- Level II - Intern

² A higher pay range may be considered based on additional work experience and certifications.

- Freshman or Sophomore year college students
- Community college students
- Vocational school students who have completed high school
- Level III - Intern
 - Junior or Senior year college students
 - Recent graduate of a bachelor's degree or equivalent
 - Student Interns at this level must work in their chosen field of study
- Level IV - Intern
 - Professional and post-graduate school students
 - Student Interns at this level must work in their chosen field of study

Departments are encouraged to use an “operational title” appropriate for the intern’s salary level and assignment of duties. Salary ranges may be amended from time to time, therefore are not listed in this section and may be found under the Appendix Section – Salary Ranges.

Prior to any implementation of an intern program in the department, department heads must have appropriated a City Council approved budget through the annual budget process or by making a formal request at a regular City Council meeting.

Meaningful Learning Experience

Meaningful learning experiences provide genuine opportunities for students to learn about their desired career path in public service. The main components in providing a meaningful experience are:

- The internship should be aligned with the student’s chosen major.
- The internship should include specific measurable learning objectives/outcomes.
- The intern must be closely supervised to ensure they are receiving guidance and feedback regarding their performance.
- The intern should have time to reflect on the learning objectives and summarize their experience.

Part 2: Creating an Internship Program

Creating a successful internship program can be a daunting task. The Human Resources Department has created this resource guide to assist in the process and will work with departments in developing a successful internship program. The goal of this handbook is provide you the essential tools to develop and implement a successful internship program for your department.

The following six steps offer an outline for creating, administering, and evaluating the quality of your internship program. *Part 3: Appendix* provides templates for your department to reference as needed.

Step 1: Identify the needs of the department

Researching the needs of your organization beforehand can save substantial time in making adjustments after you have already begun the internship program. Consider:

- What are your current needs?
- What kind of projects/work assignments do you foresee interns undertaking? ³
- What is the minimum experience required to complete the projects/work assignments?
- What is the best time of year to hire student interns?
- How long should your internship last? ⁴
- Do you have the work space available to support the desired amount of interns?

³ Projects and/or assignments cannot be currently assigned unit work of the City’s bargaining groups (SHEA or POA).

⁴ Duration of internship cannot be more than 6 months or 1,000 hours, whichever is less.

- Interns must obtain hands-on experience similar to that in a vocational setting.

Step 2. Create a position description

Creating a position description will ensure that all parties involved have a clear understanding of the expectations of the intern. Use the **Position Description Template** to identify the following:

- A proper title.
- A description of the department and work environment.
- Assignment of a supervisor or mentor⁵.
- A clear description of the position, general responsibilities, and learning objectives.
- The necessary knowledge, skills, and abilities needed to be successful in the position.
- The minimum education and experience requirements.

Step 3. Create a work plan

Programs that do not have a structured plan from the beginning create opportunities for unclear expectations for the student and supervisor. This can lead to an internship experience that lacks quality for both the student and the City. Use the **Work Plan Template** to create the plan. Suggestions for maximizing the intern's success and creating a training plan are as follows:

- Assign projects that relate to the intern's area of study.
- Identify action steps that correlates to the intern's goals and learning objectives.
- Provide sufficient and appropriate training.

Interns should have a supervisor or mentor committed to the professional development of the intern. Determining day-to-day and week-to-week projects, work assignments, tasks, and responsibilities prior to bringing your interns on board will also help your intern become successful in his or her new role. This may include a schedule and/or training plan that contain standing weekly appointments such as supervisory and feedback sessions, documented projects, professional development and training opportunities, etc.

Step 4. Recruit for the position

Once parameters for the internship have been identified and agreed upon, you are now ready to begin recruiting for the position. Department Heads may post the position description on the City's website, and any other job boards they choose. Be sure to include the **City of St. Helena Internship Program Policy & Procedures Handbook** with the posting.

When you begin receiving candidates, it is important to identify your expectations as it relates to skills needed. Do you prefer candidates with prior customer service experience, knowledge of Microsoft Office, excellent writing skills, etc.? This is where you can reflect back to step 2, determine the minimum qualifications you are seeking, and choose the most appropriate candidates.

Once you have selected the appropriate candidates, you are now ready to schedule the first round of interviews. If applicable, you may then schedule second interviews with those students that you are interested in. Once you have selected the interns based on their interviews and skills, you are ready to make the internship offer.

Step 5. Execute the internship

Now that you have created a work plan and filled the position, you are ready to bring your intern on board and execute the plan. Students are eager to have an opportunity to demonstrate what they have learned in school and prove themselves. Upon arrival, use the **Intern Orientation Checklist** to:

- Review behavior/performance expectations

⁵ Supervisor or mentor must be a mid-manager or department head.

- Review learning objectives
- Discuss projected assignments
- Discuss training schedule (i.e., orientation, professional development sessions, etc.)
- Schedule times for supervision sessions (if not already scheduled)
- Provide opportunity for interns to discuss their expectations

As the internship progresses, departments may notice that they have under or overestimated the capabilities of a student, or what can realistically be accomplished during the internship. It is a good time to document the performance of the intern, assess their contributions, and reflect upon the projects assigned to students, the training received, and what could be tweaked to improve the next internship.

Step 6. Conclude the internship

There are various ways to conclude an internship. Often, how internships end depend largely on the performance of the intern, whether or not a part-time or full-time position will be offered, and whether or not other internships will be available in the future.

Some ideas for the final days of the internship are:

- Provide opportunities for the interns to do presentations to recap their internship experience. This can be a great opportunity for the intern to demonstrate their accomplishments and for other employees to see the value of internships.
- Discuss future employment options with the student (if applicable).
- Hold focus group sessions and/or exit interviews with interns to discuss the experience. Surveys can be used to facilitate this process. Possible questions to include:
 - What went well?
 - What could be improved?
 - Did the intern feel the workload was manageable?
 - Were all the learning objectives met?
 - What was the interns overall impression of the employer and industry?
- Host a going away party for the intern.
- Take the intern to lunch/dinner.
- Provide a letter of recommendation or certificate of completion.

City of St. Helena **INTERNSHIP PROGRAM**

Appendix of Templates



This form must be submitted to the Human Resources Department to place an intern.

CITY OF ST. HELENA

Internship Program Placement Action Form

INTERN NAME: ID: *To be assigned by HR

CLASSIFICATION ACTION:

New Hire Promotion/Demotion Step Increase Disciplinary Other

Intern Working Title:

Salary Classification: Level I Level II Level III Level IV

Budget Approved: Annual Budget, FY 20 - By Resolution: RESO 20 -

Budget Amount: \$ GL: - - -

CLASSIFICATION CHANGES:

Classification Change:

Probationary Regular Temporary Part-time Casual Intern

Suspension Leave without pay, until:

PAYROLL ACTION:

Current Range and step: Rate:

New Range and step: Rate:

Special Pay Description: Rate:

TERMINATION:

Resignation Dismissal End of Assignment Convenience of City

Other:

COMMENTS/SPECIAL ACTION:

EFFECTIVE DATE:

DEPARTMENT HEAD:

DATE:

CITY MANAGER:

DATE:



City of St. Helena **INTERNSHIP PROGRAM**

Position/Posting Description

Position Title: Operational Title
Department: Human Resources
Number of Openings: 2

Start Date: January 20, 2016
End Date: May 31, 2016
Hours per Week: 15-20
Work Schedule: Mon – Fri (flexible shifts)

Department Profile: The City of St. Helena employs over 100 full time and part time employees. Our mission is to serve our community and attract and retain a strong workforce committed to serving the public. We provide a wide variety of positions from Police Officers to Librarians, Plant Operators to Lifeguards and Administrative Assistants to Engineers! The City offers many challenging and fulfilling positions in one of the most beautiful communities in the world.

The Human Resources Department provides the following services:

- Recruitment of new employees
- Benefits
- Training
- Retirement
- Risk Management
- Information technology

Position Description: The human resources intern will be responsible for re-organization of personnel records and assist in records retention.

Learning Outcomes:

By the end of the internship, the intern will learn how to:

- Understand what personnel records must be maintained by law, how records must be maintained, and how long files must be retained.
- Gain working knowledge of the applicability of the Law of Personnel Records and Files.

Qualifications:

- Strong organizational skills.
- Candidates with experience in human resources or management.
- Undergraduate students majoring in human resources or related field.
- Minimum GPA of 3.0 preferred

Application Instructions:

Please send cover letter, resume and intern application to: name@cityofstheleena.org.



City of St. Helena **INTERNSHIP PROGRAM**

Intern Orientation Checklist

| INTERN INFORMATION | | | |
|---|---|--|---|
| Name: | | Start date: | |
| Position: | | Supervisor/Mentor: | |
| FIRST DAY | | | |
| <input checked="" type="checkbox"/> Provide intern with City of St. Helena Internship Policy and Procedures Handbook. | | | |
| POLICIES | | | |
| <input type="checkbox"/> Review key policies. | <ul style="list-style-type: none"> • Anti-harassment • Intern absence • Social media/cell phone use • Holidays • Time and leave reporting • Overtime • Performance reviews • Dress code | <ul style="list-style-type: none"> • Personal conduct standards • Security • Confidentiality • Safety • Emergency procedures • Visitors • E-mail and Internet use | |
| ADMINISTRATIVE PROCEDURES | | | |
| <input type="checkbox"/> Review general administrative procedures. | <ul style="list-style-type: none"> • Office/desk/work station • Keys • Mail (incoming and outgoing) • Shipping (FedEx, DHL, and UPS) • Business cards • Purchase requests | <ul style="list-style-type: none"> • Telephones • Building access cards • Conference rooms • Picture ID badges • Expense reports • Office supplies | |
| INTRODUCTIONS AND TOURS | | | |
| <input type="checkbox"/> Give introductions to department staff and key personnel during tour. | | | |
| <input type="checkbox"/> Tour of facility, including: | <ul style="list-style-type: none"> • Restrooms • Mail rooms • Copy centers • Fax machines | <ul style="list-style-type: none"> • Bulletin board • Parking • Printers • Office supplies | <ul style="list-style-type: none"> • Kitchen • Coffee/vending machines • Cafeteria • Emergency exits and supplies |
| POSITION INFORMATION | | | |
| <input type="checkbox"/> Introductions to team. | | | |
| <input type="checkbox"/> Review learning objectives, initial job assignments and training plans. | | | |
| <input type="checkbox"/> Review position description and performance expectations and standards. | | | |
| <input type="checkbox"/> Review position schedule and hours. | | | |
| <input type="checkbox"/> Review payroll timing, time cards (if applicable), and policies and procedures. | | | |
| TECHNOLOGY | | | |
| <input type="checkbox"/> Hardware and software reviews, including: | <ul style="list-style-type: none"> • E-mail • Intranet | <ul style="list-style-type: none"> • Microsoft Office System • Data on shared drives | <ul style="list-style-type: none"> • Databases • Internet |



City of St. Helena **INTERNSHIP PROGRAM**

Intern Performance Evaluation

Name of Intern: _____ Department/Division: _____
 Supervisor Name: _____ Supervisor Title: _____

Please rate the intern based on their performance in the following categories.

| Category | Outstanding | Exceeds Expectations | Meets Expectations | Below Expectations | Needs Improvement |
|--|-------------|----------------------|--------------------|--------------------|-------------------|
| Communication Effectively translates ideas, both verbally and in writing; practices attentive and active listening; speaks clearly and directly. | | | | | |
| Team Work Team player; works cooperatively with others in the department; applies teamwork skills to a variety of situations; builds consensus. | | | | | |
| Work Habits Manages times effectively; accepts responsibility; adapts to changing priorities. | | | | | |
| Problem Solving Identifies challenges; develops creative solutions; develops practical solutions. | | | | | |
| Initiative Adapts to new situations; asks appropriate questions; works well independently. | | | | | |
| Time Management Uses time effectively; arrives to work on time; adheres to deadlines. | | | | | |
| Professional Development Seeks feedback and acts on it; values input and experience of others; asks for help when needed; takes advantage of available training opportunities. | | | | | |
| Personal Attributes Demonstrates commitment, integrity, and honesty; is reliable. | | | | | |

Additional Comments:

Intern Comments:

Supervisor Signature: _____ Review Date: _____

Intern Signature: _____



City of St. Helena **INTERNSHIP PROGRAM**

Sample Intern Feedback Form

Name of Intern: _____
 Supervisor/Mentor Name: _____
 Department/Division: _____
 Beginning of Internship: _____ End of Internship: _____

Instructions: Read each statement below and circle the number that most accurately reflects your internship experience.

| Statement | | Strongly Disagree | | | Strongly agree | |
|-----------|--|-------------------|---|---|----------------|---|
| 1 | I attended an orientation. | 1 | 2 | 3 | 4 | 5 |
| 2 | I felt welcomed in the work environment. | 1 | 2 | 3 | 4 | 5 |
| 3 | The work environment was positive and encouraging. | 1 | 2 | 3 | 4 | 5 |
| 4 | My supervisor/mentor clearly defined goals at the beginning of the internship. | 1 | 2 | 3 | 4 | 5 |
| 5 | The learning objectives were achievable and realistic. | 1 | 2 | 3 | 4 | 5 |
| 6 | My supervisor/mentor provided me with constructive feedback. | 1 | 2 | 3 | 4 | 5 |
| 7 | My supervisor/mentor was available when I needed support. | 1 | 2 | 3 | 4 | 5 |
| 8 | The internship was challenging and intellectually stimulating. | 1 | 2 | 3 | 4 | 5 |
| 9 | I consider this internship to be useful for my career. | 1 | 2 | 3 | 4 | 5 |
| 10 | I gained greater appreciation for this industry. | 1 | 2 | 3 | 4 | 5 |
| 11 | I would recommend this internship to another student. | 1 | 2 | 3 | 4 | 5 |

If you had a choice, would you repeat this internship again? Yes No
 Why or why not? [Click here to enter text.](#)

Overall, how would you rate this internship?

Poor Adequate Good Excellent

Additional Comments:

Intern Signature: _____ Date: _____



City of St. Helena **INTERNSHIP PROGRAM**

Salary Ranges

| Casual Worker Classification | Salary Range |
|-------------------------------------|---------------------|
| Level I - Intern | \$10.00 - \$12.16 |
| Level II – Intern | \$12.78 - \$15.54 |
| Level III – Intern | \$16.31 - \$19.83 |
| Level IV - Intern | \$20.80 - \$25.30 |