

# STATEWIDE INTERNSHIP PROGRAM TOOLKIT

State of Oregon

Department of Administrative Services

Chief Human Resources Office

Workforce Solutions



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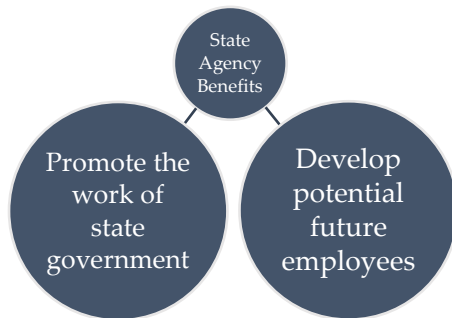
## **Executive summary**

The Toolkit before you has been designed by the Chief Human Resources Office at the Oregon Department of Administrative Services. Its goal is to provide Oregon state agencies a useful mechanism to develop and implement an in-house internship program. The toolkit is comprehensive and thorough and it includes many descriptions and sample documents. It has been compiled after researching numerous best practices from different internship programs across the country and its contents have been carefully selected to assist in running successful internship programs within agencies. Please keep in mind that not all of these documents are mandatory or necessary. They are there to serve as a resource and at your agency's discretion.



## Guide to Getting Started

### WHY AN INTERNSHIP?



Internship programs provide value to the State of Oregon and state agencies through promoting the work of state government, fill temporary work needs, and develop potential future employees.

The attached Toolkit is your source to develop and administer a successful internship program within your agency.

### PREPARING FOR INTERNS

- Consider the needs of the organization in terms of the type of internship program and special knowledge and skills necessary to accomplish meaningful work for the agency.
- Develop or use the sample onboarding plan, which may include a welcome orientation, introduction to the team the intern will support, tour of the agency, and create a checklist to ensure the agency is ready for the intern's first day.
- Ensure interns (paid or unpaid) do not displace permanent employees.

### INTERNSHIP PAY AND BENEFITS

Agencies should determine the type of internship, rate of pay, if any, and duration of internship prior to initiating the process to fill.

Paid internships should be consistent with State HR policies and contracts.

- Qualifying paid interns may accrue sick leave according to state policy.
- Qualifying paid interns may be eligible to receive insurance benefits pursuant to state policy.

Paid Internships are temporary status employees and cannot work more than six months or 1040 hours, unless specified in statute. All internships may be terminated at any time for any reason other than those covered by law.



## What is an internship?

National Association of Colleges and Employers (NACE), offers a following definition of internship:

*An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent<sup>1</sup>.*

In Oregon, internship programs have been used in many agencies to promote the work state government does and develop potential future employees.

## What benefits do internships have for employers?

When implemented well, internships have many benefits for both the employer and the student as well as the school and overall community. If you are considering having an intern at your agency, here are some potential opportunities from the program:

- ✦ Gain short term talent to assist current employees and increase your team's productivity
- ✦ Attract enthusiastic workers who can contribute new ideas and bring fresh, innovative perspectives
- ✦ Evaluate a potential future employee and create a pipeline for candidates
- ✦ Increase diversity at your agency and access students with special skills and/or knowledge
- ✦ Enhance visibility of your agency on college campuses and remain competitive in the market for top talent
- ✦ Offer management experience to employees working as intern supervisors and mentors
- ✦ Provide full-time employees more time to focus on other essential tasks
- ✦ Build local community capacities by building local workforce and helping youth develop their career path goals
- ✦ Strengthen relationships with local universities and colleges.

## What benefits do internships have for students?

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<sup>1</sup> <http://www.naceweb.org/advocacy/position-statements/united-states-internships.aspx#sthash.N7qlhwsC.dpuf>



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Interns benefit in the following ways:

- ✦ Gain a full and realistic view of the workplace and hands-on work experience
- ✦ Become able to integrate academic coursework with practical application and skill development
- ✦ Network with professionals in intern's field of interest
- ✦ Explore career interests, uncover talents and develop transferable skills
- ✦ Earn college credit
- ✦ Fulfill degree requirements
- ✦ Explore state government and different organizational departments
- ✦ Gain possible full-time employment at internship site



## Internship program best practices

Based on the experiences of the State of Oregon and experiences of other organizations, below are some of the best practices to keep in mind when you are planning and implementing an internship program.

### ■ Start recruitment early

- ✎ Internship searches for most students starts at least three to four months prior to intended internship start date. It is best to be ready to kick off recruitment with the beginning of the spring semester or winter term (mid to late January). However, maintaining visibility and relationships with schools throughout the year is the best way to ensure the success of the recruitment process and attraction of best talent to fill your intern slots.

### ■ Provide interns with real work assignments and meaningful work

- ✎ In order to ensure the best experience for both the intern and your agency, it is important to correctly identify and define the scope of work for an internship. Keep in mind this is often the interns' first in-depth exposure to your organization and that they or their classmates represent your future workforce. Please refer to this toolkit or consult with your HR manager if you need help with defining meaningful internship work.

### ■ Carefully develop and implement orientation programs for everyone

- ✎ The importance of good onboarding programs cannot be overstated. Onboarding serves the purpose of introducing the interns to your agency but it should focus on more than just having them read and become familiar with policies and procedures. It should also introduce the interns to the agency culture, their team and to formulate joint expectations. Apart from onboarding the interns, you should also think about providing a short training for internship mentors/supervisors, the work team as well as support staff.

### ■ Establish and maintain strong relationships with schools and universities

- ✎ This is important not only for successful recruitment in the short-run, but also for building a good image of your agency as a potential employer for future generations. Reach out to career management offices or faculty, sit on panels for students interested in your line of work or support student associations working on what your agency or business line is focused to build and maintain these strong relationships.

### ■ Provide interns with resources



- ✎ Before interns start the program and during their work assignment, make sure they have all the necessary resources needed to successfully complete their work. Provide contact information for the key people they will be working with. Show them where office supplies are stored and where information can be found. Give them a map of the facility and an agency organizational chart. These are just some examples of resources you might want to consider providing to incoming interns so they feel comfortable in the new environment and have all the necessary tools to be successful.
- Offer flex-time and/or unusual work assignments
  - ✎ Offering flexible work hours can be a great benefit to interns, especially if their internship runs during the school year. Going from an academic environment to a work setting usually takes some getting used to and showing flexibility and openness to accommodate an intern's schedule emphasizes the importance of their education while exposing them to a work environment where they are able to put learning into practice.
- Have a mentor and a supervisor
  - ✎ For a successful internship, it is important to assign a supervisor and/or a mentor(s) to interns. Supervisor should be a full-time employee the intern reports to and is responsible for the intern's success. On the other hand, a mentor does not need to have a supervisory role in relation to the intern. Supervisors are often busy managing employees and multiple project initiatives. Assigning a mentor is a great way for interns to have a resource and someone available to help them when their supervisor is not available. Engaging a variety of mentors can provide greater opportunities for both mentors and mentee along with a variety of skillset learning. This is also a great opportunity to let some of your employees who don't have supervisory duties to develop their management skills.
- Encourage leadership and involvement
  - ✎ Having strong leadership support for the internship program can really make the program stand out. It is important to help leadership understand why internship programs are important and how they are contributing to increased performance and efficiency of your agency, department or team. Ensuring the entire team is involved in the phases of the internship program (from recruitment and selection to the internship assignment) will encourage collaboration and overall internship success.





**■ Invite faculty and school career management for a site visit**

✎ To assist in building strong relationships with schools, you might invite them for a site visit usually during the second half of the internship. This is a great opportunity to show what the work environment looks like, what the interns have been working on and how they are contributing to the work of your agency. Give schools feedback on the skills and knowledge their students bring to the table. Successful site visits could drive improvements in curriculum and will definitely strengthen your relationship with the schools.

**■ Provide training and development opportunities**

✎ Treating interns as regular employees and exposing them to training and development opportunities like other employees, demonstrates your dedication to their growth and development and energizing your intern with new opportunities.

**■ Help interns network within the agency and the organization**

✎ If possible, help your interns network within the organization and meet other professionals who are willing to share their experiences with them. You can help interns by identifying key contacts and making introductions. Monthly lunch and learn sessions sponsored by the Governor's Office are a good way for interns to network and to learn more about the State of Oregon. Some agencies also organize job shadowing opportunities for interns to learn about other opportunities and lines of work in the organization. Most undergraduate students are still exploring their career options and job shadows can assist interns to see your agency as a good employer regardless of their chosen focus area.

**■ Give regular feedback**

✎ For most interns this will be their first professional experience and giving them timely and constructive feedback will help them grow and feel empowered and increase their motivation. Waiting for the end of internship to give feedback might be too late. Instead, consider having brief weekly one-on-one check-ins with the intern to provide regular feedback they can immediately implement.

**■ Ask for feedback**

✎ In order to know how well you as an agency did, make sure you ask interns for feedback during and at the end of their internship. This can be an in-person or phone exit interview or an anonymous survey interns can fill out to help you improve the internship program for future interns.



■ Have intern career planning conversations

- ✦ If you feel your intern was a good fit for your agency or organization and you could use someone with their specific talent set, engage in a conversation with the intern about their future with your agency or the organization. If they are graduating soon, there might be positions they would be able to apply for and if they are not graduating, you might want to have them come back to intern next year as well. Connecting interns with your agency Human Resources Recruiter to research positions they qualify for during their internship and connecting your intern with other hiring managers are two ways to assist interns in successfully applying and competing for future vacancies.

■ Keep in touch with interns

- ✦ Once the internship is over, make sure you have contact information for your intern and reach out to them from time to time to check in on their progress in school and career. This is the best approach if the internship experience was successful but you are unsure if agency/organization will have any near-term openings.



## Types of internships

One of the first steps in starting the internship program is to determine the scope of work and type of internship your agency is going to offer. Here are several considerations when it comes to type of internships.

### ■ Paid Internships

- ✎ If possible, paid internships should be the first choice for your agency. Internships may be full-time or part-time. Full-time internships offer the most in-depth experience and interns usually feel more like regular employees. The Fair Labor Standards Act (FLSA) has established criteria (see unpaid internships) for when an internship can be unpaid. Unless all the criteria are satisfied, an employment relationship exists and under FLSA, minimum wage and overtime apply to the intern. Before making the determination on whether the internship should be paid, please consult with your Human Resource Department/Office to ensure compliance with federal and state laws, rules and policies. Paid internships cannot work for more than 1040 work hours or six months in duration unless otherwise specified by ORS 240.309. Additionally, qualifying paid interns may accrue sick leave and may be eligible to receive insurance benefits. Please consult your Human Resource Department/Office for more details.

### ■ Unpaid Internships

- ✎ In order for an internship to be considered unpaid, it has to satisfy all of the seven FLSA criteria\* listed below. Although there is no financial compensation for the intern, an internship still provides a good learning experience for the intern and offers them an opportunity to gain knowledge, valuable work experience and build career networks.
- ✎ Under FLSA, an internship has to satisfy the following criteria before it is considered unpaid:
  1. The training, even though it includes actual operation of the facilities of the employer, is similar to that which would be given in an educational environment;
  2. The extent to which the training is tied to a formal education program with integrated coursework and academic credit;
  3. The extent to which the program accommodates academic commitments by corresponding to the academic calendar;



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4. The extent to which the internship's duration is limited to the period of beneficial learning;
5. The extent to which the internship complements rather than displaces the work of paid employees while providing significant educational benefits;
6. The interns are not necessarily entitled to a job at the conclusion of the training period; and
7. The employer and the intern understand that the intern is not entitled to compensation for the time spent in training.

[\\*https://www.oregon.gov/boli/TA/pages/t\\_faq\\_interns.aspx](https://www.oregon.gov/boli/TA/pages/t_faq_interns.aspx)

### ■ Internships for school credit

- ✦ Some schools require students to have an internship in order to graduate. Additionally, most schools offer academic credit to students who have meaningful internship experience. It is the students' responsibility to consult their school prior to the start of an internship and get informed on requirements for receiving school credit. In general, internships taken for school credit require students to submit reports. Some schools conduct internship site visits and connect with the interns' mentor/supervisor to check-in on the students' progress.



## International students

U.S. schools and universities host a wide variety of students from other countries who bring a valuable perspective and diversity of thought and experiences to their campuses. Similar to their U.S. counterparts, these students are often looking for practical work experiences. If you are considering hiring an intern who is an international student, here are some important considerations.

Most international students in United States have either F-1 or J-1 visa status.

### 🏠 J-1 Visa Status

- 🌿 J-1 visa holders are participants in government exchange visitor programs and their visas are managed by the Department of State.

### 🏠 F-1 Visa Status

- 🌿 F-1 is issued to individuals coming to United States to attend an educational institution (college, university, seminary, conservatory, high school, language training program, etc.).
- 🌿 Students have the F-1 visa status until the completion of their academic program and 12 months (24 for Science, technology, engineering and math (STEM) majors) of post-graduation practical training.
- 🌿 Students with F-1 visa are eligible to work in United States but must obtain special approval.
- 🌿 Students may not work more than 20 hours per week when the school is in session and can work full time during school breaks, holidays and vacations.

There are two types of work programs for international students:

- 🏠 Curricular Practical Training (CPT) is approved prior the completion of the educational program and is considered to be a part of students' educational experience.
- 🏠 Optional Practical Training (OPT) is temporary employment directly related to the students' major field of study and directly following the completion of students' course of study and their graduation. This work authorization is valid for 12 months (24 for STEM majors).
- 🏠 Both CPT and OPT are employer specific and the student will have to submit paperwork again if they are changing agencies.
- 🏠 CPT is also time specific and the authorization must be renewed every semester and if a student goes from full-time to part-time employment and vice versa.



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International students are responsible for researching and understanding their school's Office of International Education requirements. Employers are responsible for the following when considering hiring an international student:

- ✦ Be mindful when designing the start of the internship as CPT authorizations processing for international students usually takes a couple of weeks.
- ✦ Prepare an official offer letter with the position description for the student that includes:
  - Official organization letterhead
  - Minimum 3-4 specific duties listed so the school can confirm that internship qualifies for CPT in the student's field of study
  - Position title being offered and person making the offer
  - Organization name and full address where employment will occur (for clarity, state the work location address in the offer letter)
  - Number of hours per week (limited to 20 hours during school year)
  - Exact dates when the internship will begin and when it will end
  - Wage/salary/remuneration\* offered, if any
  - Benefit information\*, if any  
*\*(paid international interns should be treated as any temporary employee hired within your agency)*
  - Name of the intern's on-site supervisor
  - Signature of the company representative authorized to make the offer

A sample Offer letter for International students is included in this toolkit.



## Internship Program Timeline

December -Mid-  
January

- Reach out to managers in your agency and solicit positions
- Develop position descriptions, scope of work and internship plans
- Identify supervisors and mentors for incoming interns at your agency
- Meet with schools and career services to introduce program

January-February

- Advertise positions in variety of ways (school bulleting boards, social media, government website, etc.)
- Solicit applications and provide assistance to interested candidates
- Schedule and conduct interviews and selection panels
- Involve supervisors and mentors in the selection process

March

- Send out offer letters to successful candidates
- Provide feedback to unsuccessful applicants
- Gather acceptance letters from candidates accepting internships and begin administrative procedures
- Start introducing interns to state government with information about your agency and State of Oregon

April - Mid-May

- Provide training and guidance for mentors and supervisors to set realistic expectations
- Prepare technical and logistical details of the internship (office space for the intern, computer equipment, email set-up, etc.)

Mid-May -  
August

- Provide onboarding for interns
- Facilitate ongoing performance feedback support
- Organize training and development opportunities for interns
- Lunch and learn networking opportunities sponsored by the Governor's Office
- Schedule regular check-ins with mentors and supervisors to ensure they have all the necessary support

Late August -  
September

- Solicit feedback from mentors and supervisors on the quality of the program
- Evaluate the success of the program
- Meet with schools to receive feedback from their perspective
- Recommend potential changes and updates to the program



## Creating an intern job description

Developing an internship job description is one of the most important steps in the preparation phase of the internship program. Treat the job description as an invitation for candidates to join your organization.

Start by looking at answers to these following questions.

- ✎ What is the main goal for your organization's internship program? What does your organization hope to achieve from the program?
- ✎ Review the current projects and activities and determine program needs. Are there areas of your current work you would like to further develop? Are there new projects you would like to start?
- ✎ Will the internship encompass one major project or a variety of small projects? Will the project offer a good learning experience and meaningful work for the intern?
- ✎ How many interns will you need? Specify by major, level in school, skills.
- ✎ When will the interns be needed?
- ✎ In what geographic locations will the interns work?
- ✎ What type of internship will it be? (Paid or unpaid)
- ✎ How many hours a week will you need the intern?
- ✎ Who will supervise and mentor the intern?
  - Look for supervisors and mentors who like teaching and training others. Ideally they should be knowledgeable about the project, approachable, encouraging and reliable to provide support to the student.
- ✎ What agency resources will the interns require?
  - Consider the workspace: where the intern will sit, computer equipment, phone, etc.

An effective job description should:

- ✎ Introduce the agency and outline the organization's goals, mission and culture
- ✎ Outline the internship responsibilities and potential task/projects
- ✎ List the necessary minimum qualifications and desired qualifications, skills and knowledge
- ✎ Describe the skills students can expect to learn during the internship
- ✎ Specify internship duration and work hours expected (number of hours per week, possibility of flexible time, etc.)
- ✎ Note if the internship is paid or unpaid
- ✎ Provide the job location and whether telecommuting is an option
- ✎ Specify how to apply and provide contact information





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(See sample internship job description provided in the Toolkit).

After finishing the job description, it is useful to create a position plan for the internship. This will be helpful for the supervisor/mentor as well as the intern once they begin the internship. The purpose of the position plan is for everyone to understand the purpose and expectations of the internship. A sample Internship Position Plan is provided.



## Advertising internships and recruitment

Once you have completed the development of the intern job description, the next step is to start the recruitment process.

In order to recruit the best talent, agencies should start aim to post internships at least 12 weeks before the intern's intended start date and ideally by mid-February for summer interns. To ensure the best intern match for the job, it is very important to carefully go through the steps of developing the body of work for the internship through creating a *Request to Fill* and *Intern Job Description*. Posting an internship 12 weeks in advance will allow for enough time to advertise the position to attract the best candidates, conduct the selection process and arrange for the intern's on-boarding. Recognize that early announcement is important as you'll be competing with other companies and organizations for highly-qualified interns.

If your agency has recruiters, first consult with them in creating strategies for marketing the internship positions. The goal of the intern recruitment plan is twofold: to increase the number of internship applications and to outline how the agency will advertise the available internship positions. The internship recruitment plan will contain strategies for achieving these two goals and identifies target audiences and demographics.

There are several strategies to explore for doing outreach to potential interns:

### ■ Online Recruiting

Using different online platforms to place internship vacancy announcements has proven very effective. In addition to posting on your agency's website and NeoGov, you can advertise your internships on a wide variety of sites such as [Internships.com](http://Internships.com), [Experience.com](http://Experience.com), [Indeed](http://Indeed), [Idealist.org](http://Idealist.org), [Mediabistro.com](http://Mediabistro.com), [InternJobs](http://InternJobs), [CollegeRecruiter.com](http://CollegeRecruiter.com), [InternMatch](http://InternMatch), [YouTern](http://YouTern), [College.monster.com](http://College.monster.com). All of these sites have their own niche audience and they will attract a wide base of applicants from various states. However, there may be fees associated with these sites so consult with your Recruiter who will help you determine the best sites and place the announcement for you. If your agency has an online presence on social media such as LinkedIn, Facebook or Twitter, you can post the internship links there as well.



### ■ Local media

In order to target a specific geographic region in Oregon, you might consider advertising the internship position in local print or online publications. You can also post the opportunity on the local classifieds sites. Print ads usually have limited space, so focus on the benefits of the internship for your agency and direct interested students to contact you or go to your agency's website for more information.

### ■ Campus Recruiting and Job Fairs

Job fairs and campus recruiting are great places to find qualified and interested candidates. Unlike online recruiting, this outreach strategy provides you with candidates that are motivated to work for your agency and in your field of work. Dedicate some of your recruitment team's time to attend. When possible, encourage managers and staff who will work with the intern to join attend so they can talk to the interested candidates about the work they would be doing. This way, students will be able to see your team and the team they would potentially be working with. If you had interns in the past at your agency, ask them to help you recruit at one of these events so they can offer a peer perspective to interested applicants.

### ■ Postsecondary Partnerships

Having strong relationships with local schools, colleges and universities will enable you to get straight to the source of the talent you are looking for. There are many ways you can build and grow these partnerships:

- ✦ Collaborate with professors and deans to help generate student interest in your field of work
- ✦ Contact career management offices to add your agency to their database and find out what is the best way to promote your internship openings to students
- ✦ Post internship opportunities to college job boards and listservs
- ✦ Form relationships with professors and ask them to talk about the opportunities you have with their best and brightest students
- ✦ Send an "ambassador from your agency to classrooms or campus events to provide an agency overview and talk about their work



### **■ Targeted Recruitment**

In order to reach diverse intern talent pool with specialized skills, dedicate efforts to targeted recruitment activities. These activities focus on reaching out to student groups and associations that work with diverse student populations and making sure their members receive the information about the internship opportunities.

### **■ Word of Mouth**

Make sure that your team members and employees at the agency are aware of the available internship opportunities. They may be the best ambassador for your agency and might have already had informational interviews or other contact with students interested in their work. People in your network can help spread the word. If your agency has had successful interns in the past, make sure they know about the opportunities as well and ask them to share with their peer network. Chances are they know other students who would be interested.



## Intern supervisor and mentor roles and responsibilities

For intern success, it is important to provide appropriate support and supervision. Best practices indicate interns are most successful when they are assigned both a supervisor and a mentor. Even though these roles can be performed by one person, the main advantage is having two different employees available to the interns to answer questions and provide direction.

Participating in an internship is one of the most important phases of students' professional preparation. Interns will come to your organization with a wide range of classroom and professional experience and for some of them, this might be their first real workplace experience. Therefore, it is important not to make assumptions about their knowledge and skill level and set them up with a supervisor and a mentor to guide the interns. Both mentor and supervisor should engage the intern throughout the internship to check and confirm the intern's understanding of the necessary concepts and information. Scheduling regular meeting times (weekly or bi-weekly) to check-in with the intern and in addition to face-to-face meetings, supervisors and mentors should reach out to students via email or phone to encourage interns to ask questions and get clarification if necessary is recommended. In the beginning of the internship, mentor and supervisor should invite intern to be an observer and encourage their participation in meetings and team activities. Mentor and supervisor should also serve as a guide for the intern to gain a better understanding of the bigger picture and how the intern's work fits into the overall work of the agency. Finally, as an organizational representative, supervisor and mentor are the face of the agency so it is important for them to understand their duties and responsibilities outlined below.

### Duties and responsibilities

#### Supervisor

The supervisor's role is to support, direct and oversee the activities of the interns while they complete their internship. Supervisors' responsibilities are to:

- Design a project-based internship with meaningful body of work
- Help the intern complete the Internship Position Plan if appropriate
- Hold regular (weekly or bi-weekly) one-on-one meetings with the intern
- Determine and adjust intern schedule to accommodate high demand periods (exams, presentations, etc.) and if requested
- Plan and implement proper on-boarding (work space, orientation, training, introductions)
- Communicate clearly and clarifies goals and expectations
- Orient intern where to go for help or if there is a problem, calling in sick, etc.



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- Advise the intern on behavioral expectations
- Determine and propose training needed
- Share important internal information
- Introduce intern to colleagues and departments
- Encourage and arrange for intern's participation in networking and professional development activities (workshops, meetings, trainings, professional reading, etc.)
- Provide regular feedback on performance
- Complete an evaluation at the end of the internship
- Conduct exit interview with the intern
- Offer to serve as professional reference
- Communicate successes and concerns with the postsecondary supervisor (if for-credit internship)

Estimated time commitment of supervisor: 2-4 hours/week

### **Mentor**

Mentor plays a key role in the professional development of the intern and is one of the primary points of contact for the intern. Mentors are responsible to:

- Orient intern with the department and facilities
- Provide information and serve as a resource about organization structure and culture
- Share pertinent internal information to enable success
- Provide functional expertise from a learning perspective
- Introduce the intern to key colleagues and departments
- Include the intern in professional development and networking opportunities
- Be available to the student intern on a regular basis
- Act as a role model and demonstrate consistent professional behavior
- Communicate effectively and be willing to clarify goals when needed
- Monitor progress
- Provide coaching and reflective discussions
- Encourage intern to show initiative and adopt a proactive approach

Estimated time commitment of mentor: 2-4 hours/week



### **Choosing intern mentor and supervisor**

Given the particular needs of interns are different than needs of full-time employees, it is good to consider who would be a suitable mentor and supervisor for interns in your agency carefully. Ideally, mentor/supervisor would enjoy working with people and is willing to make the time to supervise/mentor the intern on a regular basis. Additional attributes include patience, flexibility and some teaching skills would prove beneficial for an intern. The ability to provide constructive feedback and coach an intern is important in making an internship a good learning experience for the student and meeting agency needs. Moreover, internships are a window into your agency, a good organizational representative and a role model to mentor interns, will help build your agency's image with the incoming workforce.

Selecting intern supervisors and mentors prior to the development of a position descriptions for internship is recommended.



## Administrative procedures for new intern hire

Administrative procedures typically include new hires filling out agency and federal forms. See common forms below, however please follow your own agency HR processes for your new intern hire.

### AGENCY PAPERWORK:

- ✦ Personnel Action Form
- ✦ Temporary Appointment Request Form
- ✦ Conditions of Temporary Employment Form

### FEDERAL FORMS:

- ✦ [I-9](#)
- ✦ [W-4](#)

Contact your agency HR Department with specific questions regarding intern processing paperwork.





## Intern On-boarding

As with any employee, having a robust and comprehensive on-boarding program provides interns with an opportunity to gain familiarity with the new work environment, better understand the agency culture and establish clear work expectations from the start. Your agency might have an established New Employee orientation program for all new employees available to assist you with onboarding interns. Please check with your HR Department to see what resources are available.

The goals of the intern orientation are to:

- ✦ Introduce the organization's mission and the intern's role within it
- ✦ Explain job description and specifics such as reporting time, hours, expectations, etc.
- ✦ Introduce staff and team environment
- ✦ Meet with members of various departments
- ✦ Provide overview of benefits/employee handbook information, agency rules and regulations, complete necessary paperwork
- ✦ Orient intern to the facilities and buildings
- ✦ Train in necessary software or equipment the intern will be using on a regular basis
- ✦ Introduce any necessary safety, risk management, confidentiality and trainings
- ✦ If multiple interns at same agency, provide an opportunity to become acquainted with each other
- ✦ Allow time for interns to assess their professional and learning goals for the internship
- ✦ Answer any questions the intern might have

Keep in mind that typical internship programs run for 10-12 weeks. An effective orientation program can assist interns in acclimating to agency and their work quickly and increase productivity. Reach out to your HR Department for assistance with initial activities and orientation.



## Onboarding Checklist

### Pre-First Day - 2 weeks in advance

- Salary & benefits info shared with intern
- Signed internship agreement received
- Create email address and user names
- Add to necessary group email list
- Physical location of intern desk identified, equipment ordered and available - computer, monitor, keyboard, mouse, additional software, etc.

### First Day

- W4, I9, Welcome Sheet completed
- On-Time Payroll set-up and employee self-service login
- Office walk-thru, building keys and culture overview
- Emergency Contacts
- Job Description
- Additional hire paperwork
- Agency specific policies
- Name badge and building access
- Map to agencies around the Capital Mall (if applicable)
- Organizational chart of intern's agency/unit
- Acronym guide
- Internship agreement
- Welcome email sent to All Staff

### Post-First Day

- Provide intern with orientation survey
- Add to any relevant events
- Add to agency events calendar
- Add to team portal contact page
- Add to our organizational chart if necessary
- Order business cards if necessary
- Schedule regular check-ins



## **Mandatory and optional training opportunities**

Even though interns spend a relatively short period at your agency, it is still crucial to invest time and effort in their learning and development. Transferring their academic knowledge into the workplace can benefit your agency and a good training plan is important in that endeavor. Interns, as students, appreciate the opportunity to learn new skills and utilizing a development training plan will help foster an understanding of the internship specifics and heighten interest in their position.

Together with their mentor, developing a training plan for the intern may be complementary to the initial internship position plan and scope.

A good intern training plan includes learning objectives and assignments aligned to a specific objective, along with information on how these learning objectives will be achieved (online training, classroom training, job shadowing, etc.). Additionally, the plan should include a timeline. There are two types of plans:

- 1) General plans, applicable to all intern positions in the specific field, or
- 2) Individual plans derived from the general plan for each individual intern.

It is ideal to involve the intern in developing the Training Plan which can focus on several areas:

- ✦ Skill development through training – Internships might require specific skills such as working knowledge of computer programs, office equipment, professional conduct or other essential tasks; consider how to help interns further develop those skills.
- ✦ Job Shadowing – Encourage and facilitate intern’s participation in activities and meetings. This will help them get a better sense of agency culture and training and extends learning beyond their direct supervisor/mentor.
- ✦ Professional conferences or association meetings – If possible, provide interns with the opportunity to attend such networking or training events. This will help them grow their skills and feel like a valued member of the team.



### **Mandatory training**

All new employees with the State of Oregon must complete some level of mandatory trainings, as required by statewide [HR policy 10.040.01](#). This also applies to interns. Please ensure your intern participates in these trainings as they are an important part of onboarding and introduction to the agency culture.

In addition to these trainings, please contact your HR Department to help identify in-person or online training opportunities for interns in their specific field of expertise.



## Intern Training Plan Sample

<b>Intern Name:</b>				
<b>Learning Objectives</b>				
<i>Assignment(s): [i.e., this is where one of the duties can be used as a learning experience for the intern]</i>				
<i>Method(s) of Instruction: [i.e., job shadowing, classroom or individual instruction, etc.]</i>				
<i>Proficiency Evaluative Method(s): [Explain how this will determine when the intern is proficient.]</i>				
<b>Instruction Started</b>		<b>Instruction Completed</b>		<b>Rating Criteria</b>
<b>Date</b>	<b>Instructor Initials</b>	<b>Date</b>	<b>Instructor Initials</b>	<b>Learning, Developing, Proficient</b>
				<b>Choose Rating &gt;</b>
<b>Feedback and Additional Comments:</b> <i>[If the intern is still in the Learning or Developmental stage, please provide feedback to benefit the intern's task comprehension.]</i>				



## **Communication and building a relationship**

At the beginning of any professional interaction good communication is crucial to getting to know the other person and building that relationship. Here are some questions to get dialogue started.

### **SUPERVISORS/MENTORS TO INTERNS** | *Questions to get to know your Intern.*

1. What are you most proud of?
2. What stands out as a peak experience in your internship or working here? What happened? What role did you play? What were the circumstances surrounding the event?
3. What if anything would you like to work on or improve? What tools or resources if provided would help you develop and grow in this area?
4. How can I help you get there?
5. What are we doing well? What should we keep doing? What should we stop doing? What is possible – what should we start doing?
6. What energizes you?
7. If you had a list of tasks and two gages one for energy (empty to full) and one for engagement (empty to full), which tasks do you do that make you feel energized and engaged and which tasks do you do that make you feel depleted of energy and disengaged?



**INTERNS TO SUPERVISORS/MENTORS** | *Questions to learn more about career paths and get some professional development advice.*

1. How do you spend most of your time?
2. What would you do if you were me?
3. How can I help you?
4. What has your career progression looked like? How did you get to where you are today? Is this where you thought you would end up?
5. What are you most proud of?
6. What used to be your biggest weakness?
7. What excites you the most about what you do?
8. If you woke up tomorrow and were granted 3 wishes, what would they be?
9. What courses do you suggest I take in school to maximize my learning? What class did you take that was the most helpful in your career?
10. What's your favorite thing about your job?
11. What professional organizations are you associated with?
12. Could you recommend people in the field whom I could talk to about my career?



## Intern Performance Evaluation and Feedback

During, and at the conclusion of an internship, providing constructive performance feedback is essential to success. Feedback is beneficial for all who participate in the experience; is essential for learning and development, assists their advisors in assessing the intern's level of readiness, and allows the agency reflection on the quality of the internship. Therefore, it is important to be honest with performance and outcomes.

Providing real-time feedback throughout the course of the internship provides an opportunity to adapt, learn and integrate feedback quickly. The end-of-internship evaluation provides an overall assessment of the intern's performance and is presented in written form. They are beneficial for several reasons:

- Unlike oral evaluations, an intern is more likely to make improvements and remember supervisor feedback if it is written down
- Written evaluations most clearly identify and communicate areas the intern excels in as well as areas for improvement
- They allow for easier progress tracking
- In the case of for-credit internships through a school or university, written evaluations are often mandatory

To assist in evaluating intern performance, use the internship position plan created at the beginning of the internship (please see the *Sample Internship Position Plan* document in the toolkit). This document sets forth the project plan for the scope of the internship and enables easy tracking of intern progress towards reaching established goals. Once the evaluation is drafted, schedule a face-to-face meeting to discuss observations, areas they excel in and the areas for improvement prior to their final week.





## Internship Exit Interview and Survey

Upon successful completion of an internship, an exit interview and/or survey will provide insight into the intern experience and an opportunity to consider adjustments. Conducting a survey allows the intern to submit feedback they might be reluctant to share in a face-to-face interview. Administering the survey before the exit interview lends insight into possible discussion items and allows the intern to prepare questions and thoughts. Exit survey questions are designed to assess the interns' skill development and the quality of the internship program. An *Exit Survey Questionnaire* is included in the toolkit and can be administered online or in hard copy.

Schedule the exit interview prior to the last day of the internship. Encourage the intern to be candid and explain the purpose of the exit interview is to further improve the program. Let the intern know you will be taking notes. The *Exit Interview Questionnaire* is located in this toolkit. With exit interviews, the most important thing is to create an environment of openness and trust so interns will feel comfortable giving you candid feedback. Ideally, the interview would be conducted by the supervisor or alternatively the HR manager. Possible questions are below and it's best to begin with the more positive questions.



## Internship Program Checklist

### Intern Supervisor/Mentor

- Identify meaningful project and body of work
- Create a job description
- Determine the type of internship (paid vs. unpaid)
- Identify intern supervisor and mentor
- Order supplies and determine the location of intern's workspace
- Advertise internship opportunity and do outreach
- Review applications, schedule interviews, identify applicants to interview
- Conduct interviews
- Make offer to successful candidate(s)
- Inform unsuccessful candidates
- Receive acceptances
- Conduct criminal background check
- Start hiring paper work
- Complete supervisor and mentor orientation
- Prepare and schedule intern orientation
- Disseminate Intern Orientation Survey after orientation
- Schedule regular check-in with intern(s) to monitor goal progress and provide feedback
- Identify training and development opportunities for intern and scheduled appropriate training
- Facilitate other professional and network development opportunities for intern (job shadow, informational interviews, Governor's Office Lunch and Learns, meetings, etc.)
- Complete performance evaluation at the end of the internship
- Schedule and conduct exit interview
- Disseminate and collect results from Exit survey

### Agency HR Department

- Assist in identifying intern supervisor and mentor



## State of Oregon Internship program

- Help advertise internship opportunity and do outreach
- Contact schools
- Review applications, schedule interviews, identify applicants to interview
- Check-in with supervisors/mentors regularly
- Conduct criminal background check, if required
- Start hiring paper work
- Assist Supervisor and Mentor to prepare and schedule intern orientation
- Process information from exit survey and interview
- Debrief with intern supervisor/mentor on what can be done to improve the program





**As an intern, you can expect to learn about the following subjects** (describe the professional areas this person will have exposure to):

**Potential projects include** (list the specific work this person may be involved with):

**Working Conditions** (describe the work environment including any physical, sensory, and environmental demands and frequency of exposure to these conditions):

**Minimum Qualifications** (list the education level and types of preferred coursework):

**Requested Skills** (describe the desired knowledge and skills):

**Supplemental Attachments** (describe the type of attachments they must submit for a complete application):

**Supplemental Questions** (List the additional questions you would like applicants to answer as part of the application):



## Sample internship job description/posting (from ODOT)

**Job Title:** Traffic Engineering Investigator Intern

**Closing Date/Time:** Tue. 04/12/16 9:00 AM Pacific Time

**Salary:** \$14.46 - \$21.35 Hourly

**Job Type:** Temporary

**Location:** Salem, Oregon

**Department:** Transportation-Highway

**Traffic Engineering Investigator Intern**

**Salem, OR**

### Internship Overview:

Come support the Region's Traffic Engineering Investigation Program through ODOT's College Internship Program! Put your civil engineering classes and your interest in traffic and transportation to use and apply for this internship!

The College Internship Program is designed to allow students matriculating through an accredited post-secondary program the opportunity to gain practical experience. We are accepting applications from students in accredited degree programs that have completed at least their freshman year in an Associate or Bachelor's degree program as well as students enrolled in graduate school. We are also considering recent graduates that have completed their Associates, Bachelors, Masters, or Doctoral degree in December 2016 or after. This position is classified at the Engineering Specialist 1 level (students that have completed their sophomore year); however, we encourage candidates who meet the minimum qualifications of the Engineering Specialist - Entry level (students that have completed the freshman year) to apply as well. There is one summer internship position available.

*We invite members of all diverse communities to join our workforce as we endeavor to best serve Oregonians from every background. ODOT values diversity and inclusion because they are good for Oregon. We believe that by welcoming differences, encouraging new ideas and views, listening to and learning from each other, and providing opportunities for professional enrichment we are better able to serve those around us. We thank you for considering this employment opportunity.*

- This position is not represented by a union (Non-Union).
- Must have and maintain a valid driver's license and an acceptable driving record.
- *This recruitment will be **open until filled**. Please note that the recruitment may close at any time, and we cannot guarantee that applications received after our screening date will be considered. Screening may begin as early as May 15.*



#### **Duties & Responsibilities:**

**The Traffic Engineering Investigator Intern will support the Region's Traffic Engineering Investigations Program by gathering, processing, and evaluating different kinds of Traffic data. Examples of specific duties include the following:**

- Gather speed data in the field using a laptop computer and specialized equipment to update the Region's curve warning advisory speed signs.
- Analyze the data, using Excel spreadsheets and other programs for quality control.
- Process data into usable format for other analysis and eventual sign modification plans.
- Use the Highway Safety Manual (HSM) methods to analyze before and after performance of past safety projects.
- Gather crash data, aerial photos, traffic volumes and sign inventories to evaluate safety performance of certain types of intersections.
- Recommend changes to signs based on Manual of Uniform Traffic Control Devices (MUTCD) standards.
- Develop databases for tracking approvals completed under Region Traffic Engineer and State Traffic Engineer authority for operational elements such as parking prohibitions, all-way-stop control, and turn restrictions.

#### **Qualifications, Required & Requested Skills:**

**To be considered for this position, you must submit a Résumé, Cover Letter, and Transcripts as described below or your application materials will be disqualified.**

1. You must attach a résumé which includes dates of employment. It will be used to help determine how you meet the qualifications listed below. Please be specific and provide examples of work performed and accomplished.
2. You must attach a cover letter to your application. Your cover letter must address the following questions:
  - What are your career interests?
  - What type of experience would you like to obtain through an internship?
3. You must attach your college transcripts to your application. They may be used to verify your education status. Transcripts should either be in Word or PDF form. Unofficial transcripts are acceptable.

#### **Minimum Qualifications:**

- A degree or education in from an accredited college in Civil Engineering, Transportation Engineering, or other related degree; **OR**
- Eighteen months of experience directly related to Civil Engineering, Transportation Engineering, or other related field; **OR**
- An equivalent combination of education and experience.



**Preferred Qualifications:**

- Major in Civil Engineering
- Interest and/or coursework in Transportation or Traffic Engineering.
- Proficiency or experience in Microsoft Word and Excel.
- Knowledge of databases.

**Working Conditions:**

The majority of this position will be in an office environment working at a computer. Some outdoor work will be required including collecting data in the field. A valid driver's license and the ability to drive is required.

**Additional Information:**

**Pre-employment Checks:**

We will conduct criminal background checks on final candidates including current ODOT employees. All applicants are subject to additional pre-employment check(s) such as driver license, LEADS, and/or education verification as required for the position.

**Questions:**

- For questions about the job announcement, call 503-986-3468.
- For technical help with your login or online application issues, call 1-855-524-5627 from 6:30a to 5:30p PST M-F by leaving a voicemail. It may take up to 24 hrs to receive a response. If you do not receive a response after 24 hours, you can email Technical Support at support@governmentjobs.com.
- Application help: [http://www.oregon.gov/ODOT/CS/HR/jobs/Application\\_Help.pdf](http://www.oregon.gov/ODOT/CS/HR/jobs/Application_Help.pdf)

**Application Check List:**

1. Complete application.
2. Complete supplemental questions with cited employers listed in application.
3. Resume
4. Cover Letter
5. Transcripts

**Caution: Failure to follow these instructions as described above will disqualify your application. We will not consider incomplete or late applications.**

*ODOT is an Equal Employment Opportunity and Affirmative Action Employer.*





### Internship Position Plan

Agency Name: \_\_\_\_\_  
 Agency Address: \_\_\_\_\_  
 Contact: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Email: \_\_\_\_\_  
 Phone Number: \_\_\_\_\_  
 Supervisor/Mentor Name: \_\_\_\_\_  
 Supervisor/Mentor Title: \_\_\_\_\_  
 Supervisor/Mentor Email: \_\_\_\_\_  
 Supervisor/Mentor Phone Number: \_\_\_\_\_  
 Intern Name: \_\_\_\_\_  
 Intern Phone Number: \_\_\_\_\_  
 Intern Email: \_\_\_\_\_  
 Internship Job Title: \_\_\_\_\_  
 From: \_\_\_\_\_ to: \_\_\_\_\_  
 Description of Internship: \_\_\_\_\_  
 \_\_\_\_\_

- Wages:
- Hourly Wage
  - Unpaid

- Supplies needed:
- Desk
  - Work station
  - Email account
  - Telephone with voicemail
  - Network log in

<b>Goal 1:</b>	
<i>Think SMART Goals (Specific, Measurable, Actionable, Realistic, and Timely)</i>	
<p><b><u>Action Steps:</u></b>  <i>What actionable steps are you going to take to reach this goal? (include deliverables, timelines)</i></p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>	<p><b><u>Metrics:</u></b>  <i>How are you going to measure that you are successful. These should align with your Action Steps</i></p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>
<p><b><u>Strategy:</u></b>  <i>How are you going to go about reaching this goal- your approach, direction, or method?</i></p>	



<u>Goal 2:</u> <i>Think SMART Goals (Specific, Measurable, Actionable, Realistic, and Timely)</i>	
<u>Action Steps:</u> <i>What actionable steps are you going to take to reach this goal? (include deliverables, timelines)</i> 1. 2. 3. 4. 5.	<u>Metrics:</u> <i>How are you going to measure that you are successful. These should align with your Action Steps</i> 1. 2. 3. 4. 5.
<u>Strategy:</u> <i>How are you going to go about reaching this goal- your approach, direction, or method?</i>	
<u>Goal 3:</u> <i>Think SMART Goals (Specific, Measurable, Actionable, Realistic, and Timely)</i>	
<u>Action Steps:</u> <i>What actionable steps are you going to take to reach this goal? (include deliverables, timelines)</i> 1. 2. 3. 4. 5.	<u>Metrics:</u> <i>How are you going to measure that you are successful. These should align with your Action Steps</i> 1. 2. 3. 4. 5.
<u>Strategy:</u> <i>How are you going to go about reaching this goal- your approach, direction, or method?</i>	



## Intern Interview Questions

This may be an intern's first professional experience or first venture into state government. Interview questions should focus on identifying motivation for the internship, current level of knowledge and skill and agency fit.

It is a good practice to involve other team members in the interview and selection process in order to start building relationships that would lead to a future successful collaboration.

Below are some sample question groups that you might consider asking interns. In addition, you might also want to ask job specific questions if the internship requires special skills or knowledge.

### General Questions – focus: get to know the candidate

- Tell me what interests you about this opportunity?
- What are your strengths and weaknesses?
- What accomplishments are you most proud of?
- Do you work better under pressure or with time to plan and organize?
- May we review your resume?

### Academic or Professional Interests Questions – focus: learning the candidate's work habits and interests

- What are your career goals (a.k.a. where do you see yourself in \_\_\_ years)?
- Why did you choose your major or area of study?
- What were your favorite/least favorite classes? Why?
- What did you enjoy most about your last job?
- How would your professor or past supervisors describe you?
- Describe your research experience.
- Tell me about your coursework; in what ways is it relevant to this position?
- Tell me about any volunteer or community service experience.
- What skills do you want to gain from this experience, and what skills can you offer us?
- Why do you consider this to be a good opportunity?

### Internship Related Questions – focus: gauge fit for the position and candidate motivation

- Why are you interested in this internship?
- Why do you think you are qualified for this opportunity?



- What makes you unique from other candidates?
- What type of job-related skills have you developed that may help you in this internship?
- How would you assess your writing and communication skills?
- Are you proficient in Microsoft Office or other software?
- What do you want to learn from this internship?
- Have you had previous internship experience? Please describe.
- What qualities do you think will make one successful in this internship?
- What do you know about the industry?

**Agency Related Questions** – ideal candidates have a passion for what your agency does and want to be a part of your team.

- What do you know about our agency?
- What do you know about the issues faced by our agency?

**Situational Questions** – candidates should be able to draw from their school, community service or personal experiences and demonstrate how they handle themselves in these every-day work situations.

- Give me an example of a time in which you worked under a deadline.
- Share an example of when you worked with a team.
- Describe a time you worked on multiple assignments at one time.
- Provide an example of a time in which you solved a problem for an employer, peer, or customer.
- Describe a situation where you taught a concept to a peer, co-worker, or other person.
- Describe a difficult situation with a peer student or co-worker?
- Share an example of a time you gave a presentation.
- Describe a situation in which someone critiqued your work.
- How do you work under minimal supervision? Please describe.
- Share an example of work you did that was creative.
- Describe how you allocate your time and set your priorities on a typical day.
- What is more important--completing a job on time or doing it right?
- Share an example of how you've been able to motivate team members.



## Sample Offer Letter – International student

### Agency Letterhead Stationery

Date: February 13, 2017

Ms. Mary Student

Your University

Salem, Oregon 97301

Dear Mary,

We are very pleased to offer you the internship position of this summer with Department of Administrative Services, Chief Human Resources Office. Here are some details of the position:

**Position Title:** Operations and Policy Analyst 1 (Temporary)

**Job Description:** Assist the Workforce Development & Collaboration Unit on multiple projects.

**Responsibilities and duties include:**

- Research, review data analysis and make recommendations on management, leadership and difficult to fill positions, for succession planning purposes in the executive branch. Multi-models or options to be used to best fit size, mission and complexity of organization.
- Partner with HR advisors to align an executive on-boarding program with a recommended template for overall management service onboarding. To include the design and structure for a leadership and management learning partner/mentoring program.
- Provide data analysis and research expertise to the HRIS project team in terms of selecting a change management vendor provider.
- Design and deliver change management training, education and resources for HRIS and other enterprise wide projects and initiatives.

**Location of work site:**

Department of Administrative Services

Chief Human Resources Office

155 Cottage St NE

Salem, OR 97301

**Number of hours per week:** full time from June 1, 2017, to August 15, 2017.

**Wage:** (if applicable)

**Benefits:** (if applicable)



State of Oregon Internship program

(Regarding wage and benefits, paid international interns should be treated as any temporary employee hired within your agency)

**Start Date:** June 1, 2017

**End Date:** August 15, 2017

**On-site supervisor:** Sam Supervisor, Chief Human Resource Officer

Please contact me if you need any additional information in order for Milena to complete her work authorization approval.

Sincerely,

Sam Supervisor  
Chief Human Resources Officer  
Department of Administrative Services



## Sample Offer Letter – General

### Agency Letterhead Stationery

Date: February 13, 2017

Ms. Mary Student

Your University

Salem, Oregon 97301

Dear Mary,

It is my pleasure to confirm your appointment as a Intern (Intern position) with the Oregon Department of Administrative Services. Your assignment is with the Chief Human Resources Office. Your supervisor is xxx, Chief Human Resources Officer. You will be contacted by your supervisor to discuss your start date if you haven't already.

Your rate of pay is \$xxx/hour. Through the summer, you will be working forty hours a week. If your internship employment continues through the school year, you may work up to 20 hours a week. Your supervisor will work with you on your schedule through the summer and if applicable the school year. This temporary employment may continue for a two year period provided you remain enrolled in law school.

As a temporary employee you will accrue sick leave up to 6.14 hours per month. Sick leave accrual will be pro-rated when you work part-time. You may use accrued sick leave with pay beginning on the 91<sup>st</sup> day of employment. You may use up to 40 hours of sick leave within the calendar year.

On your first day, please bring the appropriate documents to complete the I-9 form. A list of acceptable documents is attached.

If you have any questions, please do not hesitate to contact me or your supervisor.

Congratulations and welcome to the Department of Administrative Services! We are looking forward to having you as part of our team!

Sincerely,

### Intern Onboarding Survey

The goal of this survey is to collect information from interns on the recruitment and selection process in order to improve the process. The survey should be administered during the second week of the internship.



Dear Intern,

We would love to hear about your experience over the past couple of months regarding the selection process and your first day with us. The survey is anonymous and this information will be used to further enhance and improve our internship. Your candid feedback is greatly appreciated.

## GENERAL QUESTIONS

1. Please rank the following in the order of their importance to your selection of an internship, with 1 being the most important and 9 the least important:

- ⌘ Agency size
- ⌘ Agency's work
- ⌘ Type of project you will be working on
- ⌘ Relevance to your future career
- ⌘ Ability to receive school credit for internship
- ⌘ Monetary compensation
- ⌘ Potential for future employment
- ⌘ Networking opportunities
- ⌘ Mentorship
- ⌘ Work environment (culture)
- ⌘ Interest in state government work
- ⌘ Flexible work hours
- ⌘ Commute time

Other (please specify):

2. How did you learn about this state internship?

- ⌘ School career fair
- ⌘ Career Services Office at your school
- ⌘ Website search
- ⌘ Individual agency website
- ⌘ Agency visit to school
- ⌘ Peer recommendation

Other (please specify):

3. What year are you in at school:

- ⌘ Freshman
- ⌘ Sophomore
- ⌘ Junior





## State of Oregon Internship program

- ⌘ Senior
- ⌘ 1<sup>st</sup> year graduate school
- ⌘ 2<sup>nd</sup> year graduate school
- ⌘ 3<sup>rd</sup> year graduate school
- ⌘ 4<sup>th</sup> year graduate school
- ⌘ 5<sup>th</sup> year graduate school

Other (please specify):

4. What is your gender identification?

- ⌘ Female
- ⌘ Male
- ⌘ Other
- ⌘ Prefer not to respond

5. What school do you attend?

- ⌘ Please specify

6. What is your major?

- ⌘ Please specify

### HIRING PROCESS

1. The job/vacancy announcement was clear and understandable.

Yes/No/ Not applicable

2. I was able to obtain information about my application status at each of the four notification points throughout the hiring process.

Application/resume was received

Yes/No

Application/resume was assessed

Yes/No

Interview was scheduled

Yes/No

Tentative job offer was made

Yes/No

3. Agency interviewers were professional and knowledgeable about the agency.

1= Strongly Disagree

5=Strongly Agree

1

2

3

4

5

Not applicable





2. The information sent to me before my first day helped me know what to expect, where to go, whom to contact with questions before my first day and other key information needed on the day I reported to work.

1= Strongly Disagree  
1                      2                      3                      4                      5=Strongly Agree  
5                      Not applicable

3. I had a helpful, knowledgeable point of contact for my questions before I reported to work.

1= Strongly Disagree  
1                      2                      3                      4                      5=Strongly Agree  
5                      Not applicable

### YOUR FIRST DAY ON THE INTERNSHIP

1. In the orientation session, clear information was provided about:

- a. Agency mission  
Yes/No/Not applicable
- b. The role the agency plays in the state government  
Yes/No/Not applicable
- c. Agency organizational structure  
Yes/No/Not applicable
- d. How I contribute to accomplishment of the agency's mission.  
Yes/No/Not applicable

2. The information I received on ethics and key personnel policies (e.g., professional work place, discrimination and harassment free workplace, etc.) was clear and helpful.

1= Strongly Disagree  
1                      2                      3                      4                      5=Strongly Agree  
5                      Not applicable

3. I knew where to go to obtain additional assistance on personnel matters, benefits, and paperwork following my first day on the job.

1= Strongly Disagree  
1                      2                      3                      4                      5=Strongly Agree  
5                      Not applicable

4. The agency was prepared for my arrival and I received appropriate credentials for building access on the first day of my job.

1= Strongly Disagree  
1                      2                      3                      4                      5=Strongly Agree  
5                      Not applicable



5. Was the person presenting the information during orientation able to answer your questions?

Yes/No/Not applicable

6. Was your mentor/supervisor present on your first day of work?

Yes/No/Not applicable

7. Were you taken on a workplace tour of the office building and/or facilities?

Yes/No/Not applicable

8. Were you introduced to co-workers working in the same location?

Yes/No

9. Were you shown the following:

a. Restrooms

Yes/No/Not applicable

b. Conference Room

Yes/No/Not applicable

c. Supply Cabinet

Yes/No/Not applicable

d. Copier/Fax

Yes/No/Not applicable

e. Emergency exits and evacuation plans

Yes/No/Not applicable

10. Were you given a copy of your Job Description?

Yes/No/Not applicable

11. Overall, you were satisfied with the first day new hire orientation.

1= Strongly Disagree

1

2

3

4

5=Strongly Agree

5

Not applicable

12. I was satisfied with the welcome you received from your department?

1= Strongly Disagree

1

2

3

4

5=Strongly Agree

5

Not applicable

13. My manager/supervisor was prepared for my arrival

1= Strongly Disagree

1

2

3

4

5=Strongly Agree

5

Not applicable

14. On my first day, my workspace was organized and I had everything that I needed to start working (or knew where to get it).

1= Strongly Disagree

5=Strongly Agree





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3. Please share any additional feedback or recommendations you may have to improve the agency's hiring and orientation processes



## Sample Intern Performance Evaluation Form

An internship is a learning opportunity for students. As such, this form will assist in providing performance feedback for professional growth purpose.

Student: \_\_\_\_\_

Agency: \_\_\_\_\_

Intern Supervisor: \_\_\_\_\_

Intern Mentor: \_\_\_\_\_

Internship Title: \_\_\_\_\_

Internship Period: \_\_\_\_\_

Please use the provided scale to provide feedback to intern's ability for the following categories

	POOR	FAIR	GOOD	EXCELLENT	OUTSTANDING
Demonstrates a motivation to learn and accepts suggestions and constructive feedback					
Asks good and related questions					
Seeks help and utilizes appropriate resources					
Accepts responsibility for mistakes					
Communicates ideas and concepts clearly in writing					
Demonstrates good verbal communication skills					
Listens to others in an active manner					
Demonstrates ability to analyze problems and seek solutions					
Effectively participates in meetings and group settings					
Exhibits professional behavior and attitude					
Fits in and contributes to team atmosphere					
Reports to work as scheduled and on time					
Dresses appropriately and projects a professional appearance					
Has sufficient academic knowledge to contribute to the organization					
Understands concepts and applies the knowledge on the job					
Has technical skills appropriate to the level in school and job requirements					
Able to manage multiple assignments					
Able to organize and prioritize assigned tasks					
Intern completes tasks accurately and thoroughly					
Demonstrates a proactive nature					
Demonstrates initiative					



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Overall evaluation:

**Poor**                      **Fair**                      **Good**                      **Excellent**                      **Outstanding**

Comments:

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**Please summarize the following.**

1. Areas where the intern excels:

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2. Areas where the intern needs to improve:

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3. Areas where the intern gained new skills, insights, values, confidence, etc.

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4. Did the intern demonstrate continued progress throughout the internship term?

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5. Was the intern's academic preparation sufficient for this internship?

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6. Additional comments or suggestions for the intern:

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Evaluator's signature \_\_\_\_\_ Date \_\_\_\_\_



## Exit Survey Questionnaire

Survey questions were formulated in a way that enables to preserve anonymity of interns' answers. The survey can be administered online or in hard copy.

### Part 1: Self-assessment

Please rate how competent you feel about each of the following skills AFTER the completion of your internship.

	Basic Competency Level	Intermediate Competency Level	Advance Competency Level	Not Observed/Not Applicable
Problem-solving skills				
Critical thinking skills				
Research skills (gather relevant information in a systematic manner)				
Analytical skills (analysis and application in a problem-solving situation)				
Ability to deliver finished, publishable products				
Oral communication				
Written communication				
Teamwork/Collaboration				
Time-management skills				
Leadership skills				
Technology				
Interpersonal skills				
Multicultural competency				
Organizational skills				
Ethical decision-making				
Professional attire				
Adaptability and flexibility				

### Part 2: Internship assessment

Please respond how you feel about the following statements.



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	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not observed/Not applicable
This internship helped me develop skills relevant to my field.						
I gained valuable information about the roles and responsibilities of individuals within this agency.						
I was able to identify, develop, and create solutions to work-related problems.						
This internship allowed me to utilize and apply academic concepts and knowledge learned in the classroom with real-world employment situations.						
I was provided opportunities to benefit from different staff members' expertise.						
Experiences and training I received on my internship are highly relevant to my career field.						
I received enough training to do my tasks efficiently and effectively.						
My supervisor/mentor and adequate professional role-models were available when I had questions.						
My supervisor/mentor provided me with constructive and sufficient feedback on my performance.						
I was given adequate explanation, instruction and direction in order to complete my assignments.						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not observed/Not applicable
I used technology to maximize productivity in assignments and/or activities.						
I was encouraged and motivated throughout the internship.						
I had difficulty adapting to my internship's requirements.						
This experience helped me make a choice for my career goals.						



I will continue to pursue career opportunities in the field my internship was in.						
I believe this internship was a valuable experience for my academic and professional growth.						
The internship positively exceeded my initial expectations.						
I anticipate career advancement as a result of completing this internship.						
The internship provided solid education in professional ethics.						
I found the internship environment to be supportive.						
The scope of work was sufficiently challenging to me.						
Standards of organizational behavior were clear.						
The office resources and facilities (offices, equipment, etc.) were adequate.						
Treatment of interns reflected respect.						
Overall, my internship experience was positive.						

### Exit Interview Questionnaire

- What specific projects or assignments were you given during the internship?
- Did your internship meet your expectations (time, office environment, type of work)? Why or why not?
- Please describe what you consider to be biggest lessons learned during your internship.
- What were the weaker points of your internship experience and in what ways could it be improved?
- Were you given responsibilities enabling you to apply knowledge and skills?
- Were you allowed to take initiative to work beyond the basic requirements of your position?
- What new skills, techniques and knowledge did you gain in this position? What were you expecting to gain and didn't?
- Did you feel the work was a valuable experience in relation to your studies? Why or why not?



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- Did the mentor and/or supervisor work with you regularly? Were they available to answer questions when necessary?
- Would you recommend this internship to other students in your school or area of study? Why or why not?
- How can we improve our internship program in the future?
- Would you consider working for our agency again in the future?
- What is the next step in your profession and how can we help you get there?