



Managing an Intern

A Guiding Workbook

City of Albuquerque

Department of Human Resources



A Brief Note from the Writers

Six college interns who worked at the City of Albuquerque created this guide.

We know what it feels like when someone remembers our names as we enter the office, and how gratifying it is to receive guidance and support from our supervisors. We also know what it feels like to be directionless at times, sitting in our office not knowing what to do with ourselves.

Using this guide appropriately will provide both you and your intern with a rewarding experience that could inspire them to continue working in the public sector.



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The Purpose of the Workbook

An internship program is a mutually beneficial experience for city departments and interns.

Meaningful internship experiences for interns in the City of Albuquerque help to create interest in work in the public sector and can create a talent pool that the City can hire from in the future. Young people bring important new perspectives to the workplace, and we believe internships are a great way to involve young voices in the City.

To provide the best experience to interns, the program must be thoughtfully planned and executed. This guide will provide a key framework for constructing the most effective intern program with positive outcomes.

It is not necessary for every part of this workbook to be utilized. However, it is designed to be most beneficial when used in its entirety.

This workbook contains collaborative aspects, such as the task tracker and meeting agenda, that are designed to be completed and/or discussed with your intern. These sections are noted with this icon:



This is a “living” workbook that **should be updated** throughout the duration of the internship.





Preparing for an Intern

Objectives:

- Define the internship's purpose.
- Outline project(s) for the intern.
- Find support and background resources for the intern.
- Outline the internship's logistics and expectations.



How can an intern support you or your department's work?

If there are several different projects, can your department support multiple interns?

Blank area for response.

Define internship's purpose:

This should be included as part of the internship posting/description.

Blank area for response.



A good project is...

Beneficial- The tasks performed by the intern should be beneficial to you as their manager, there is no need to generate new tasks for you intern that won't be helpful. If the task provides value, the intern will find it easier to stay motivated. One way to find projects is to assess the tasks you have to complete and see which one(s) could be interesting to the intern.

Feasible- Can this intern finish/ make good headway into this project during the time they are here?

Challenging- Does the project provide enough of a challenge to the intern? Challenge will help them to grow. Be mindful not to make the project too challenging.

What you want to gain from the internship:	What you want the intern to gain: <i>Can the internship provide academic credits?</i>



Internships for highschoolers will look very different to internships for college seniors, keep in mind who would fit well into your program.





Forming clarity about timeline details will help interns to develop a strategy for achieving goals and project management skills. Take note of the scheduling below:

Duration of Internship	Time Commitment of Intern <i>(hours per week)</i>	Work Schedule <i>(in-person, remote, hybrid)</i>



Review the differences in objectives, roles, and laws regarding paid versus unpaid internships. It is **strongly** encouraged to pay interns as it lowers barriers to entry and allows more people to take part in the internship.

Payment Status <i>If in doubt, contact your HR coordinator</i>



There should be a learning objective associated with every task, this will help the intern to learn from the projects that they work on.



Project Task	Associated Learning Objectives <i>Discuss these with the intern during onboarding</i>

Subject Matter Expert(s) that could help your intern with their work
Consider setting up an introductory meeting for your intern

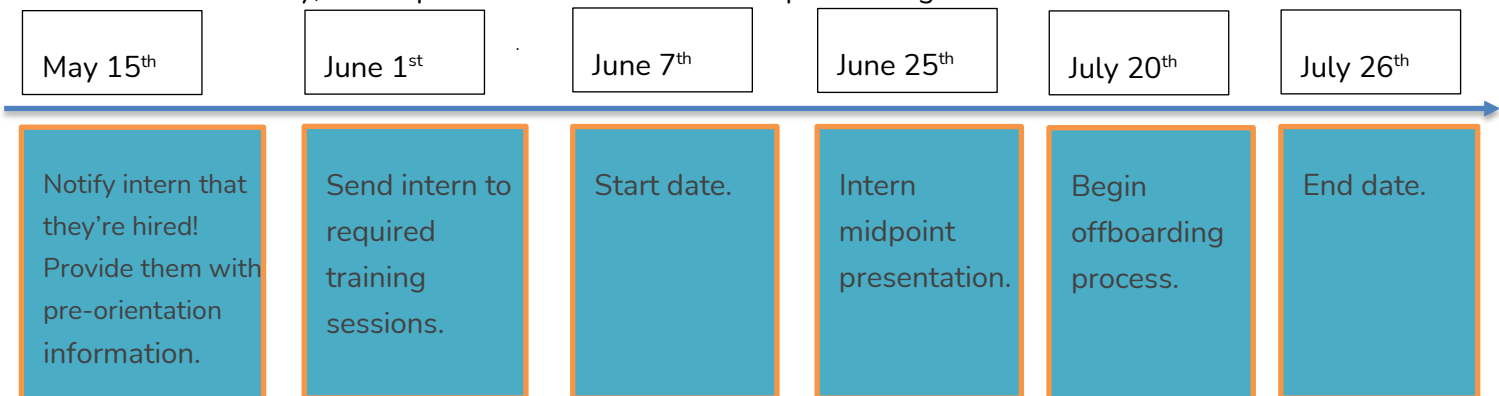


Are you able to dedicate time to help the intern with lower-level concerns?
 If not, who could the intern reach out to when they have a question (e.g. how to locate someone?)

Different departments may require different trainings that interns should attend. If applicable, fill out the table below and provide it to your intern upon their arrival.

Training Program Name	Brief Description of Training	Date

Lastly, develop a timeline for the internship following the model below.





Recruiting and Selecting an Intern

Now that you have an internship program planned, it's time to recruit interns!

Objectives:

- Broaden your outreach to recruit a wide breadth of applicants.
- Utilize online and in-person platforms to advertise.
- Maintain an equitable outlook when selecting applicants.

Build a recruitment profile. Be ready to share this information with interested candidates.



Target Major/Interests (I/A)	Target School or Program (I/A)	Preferred Skills	Preferred Requirements



Most importantly, maintain equitable outreach.



It is helpful to increase visibility of positions in the City to new audiences. Equitable outreach can look like tapping into City departments, such as the Office of Equity and Inclusion, or City programs such as Job Mentor Program (referenced below). It can also include direct outreach to specific organization representatives when searching for interns. They could be organizations that are...

In the City:

Office of Equity and Inclusion: OEI equips the city government with resources to be a model of racial equity and social justice.

Job Mentor Program: This program is part of the Department of Family and Community Services. It recruits, matches, and trains interns to work in different city departments.

Mayor's Select Internship Program: University of New Mexico's Department of Political Science has partnered with the Mayor's Office for the program. Up to five interns each semester are selected to participate to gain college credit and experience in city management and policy.

Mayor's Creative Youth Corps: Arts and Culture's professional development, paid summer mentorship program for youth interested in arts-based leadership opportunities.

Community Partners:



...Supporting young populations in the Albuquerque community:

Together for Brothers: aims to empower young men of color in Albuquerque and introduces them to leadership opportunities. Contact **Christopher Ramirez**, Executive Director, christopher@togetherforbrothers.org for information.

Future Focus Education: FFE features the **X3 internship program**, which pairs students with local employers looking for interns. The program supports the employers and provides the students with **monthly stipends**. The schools that participate in the X3



internship program are typically **in underserved communities**, which means the X3 internship gives students the chance to take on an internship they otherwise wouldn't be able to do. For more information on the benefits you would receive, visit futurefocusededucation.org/x3/

Youth Development, Inc.: YDI is a family service organization that assists people in various stages of life, from education and job training to mentorship. It features **Project EVO**, which supports youth aged 17-26 who are transitioning or who have transitioned out of Juvenile facilities or probation. To read more about project EVO, visit ydinm.org/program/project-evo/



...Reaching out to programs supporting diverse populations:

African American Greater Albuquerque Chamber of Commerce: This organization focuses on growing black-owned businesses as well as provides resources for professional development in Albuquerque. Contact Karla Causey, Executive Director, kdcausey@aagacc.org for more information.

Native American Education and Voter Alliance: NAEVA empowers and connects Native American populations in the area. Email admin@naeva.org

National Indian Youth Council: The NIYC's formal mission statement is: "Our mission is to empower Indigenous People to Exercise self-determination and self-sufficiency for community wellbeing." If you are seeking interns, this organization creates work-cite agreements. If you would like to reach out with opportunities, contact **Tera Frank** at **505-247-2251**.

Office of African American Affairs: The OAAA focuses on the economic, mental and physical wellbeing of African Americans in New Mexico. Contact Phillip King, Events and Engagement Coordinator at Phillip.King@state.nm.us for more information.



New Mexico Black Leadership Council: The NMBLC organization has five key focuses: positive youth development, workforce and leadership development, and Health and Cultural Vibrancy in New Mexico. Contact Cathryn McGill, info@nmblc.org for more information.



...Supporting LGBTQIA+ populations:

Transgender Resource Center: The Transgender Resource Center offers resources such as supports groups, food access, and Identification Document support for members of the transgender community. Contact tgrcnm@tgrcnm.org for more information.

The New Mexico Out Business Alliance: connects members of the LGBTQIA+ community in Albuquerque to business and job opportunities. The website also features a job board, in which you can post job opportunities.



...Reaching university students: In addition to the contacts listed below, Moira H in the Mayor's Office works as a liaison between the City and universities and would be a useful resource to contact.

Central New Mexico Community College: You have the ability to post job opportunities on CNM's job hiring website, **HireCNM**, a free service. If you would like to contact the **Office of Career and Job Placement** with any questions, email JobPlacement@cnm.edu

New Mexico State University: This university hosts many events for people with different career interests searching for work. For example, some in the past have been the **Career Expo**, **Employment Extravaganza**, and the **Engineering, Science, and Technology Fair**. You can request to host a recruitment event under **Corporate Relations → Recruiting → On-Campus Recruiting**.



Southwestern Indian Polytechnic Institute: Reach out to the **Academic Counselors** to inform them about internship opportunities: **Karen Gomez** karen.gomez@bie.edu and **Michelle CrazyThunder** michelle.crazythunder@bie.edu

University of New Mexico: There are multiple way in which you can promote internship positions to students at UNM. The university supports using Handshake, which you can access at joinhandshake.com/employers/ to advertise your internship positions. Additionally, the Mayor's Select Program currently brings students from the University to intern for the city. **Career fairs** occur frequently on campus, and dates can be found on career.unm.edu under the "Employers" page. The **Employer Relations Team** can be contacted: **Keith Hitz**, Employer Outreach Manager hkitz@unm.edu and **Victoria Kirikos**, Employer Relation Specialist, vkirikos@unm.edu.



...Providing adult education services:

Youth Development Incorporated: Provides general adult education in addition to the youth programs listed above. They provide both HiSEC (High School Equivalency) and GED (General Education Degree) programs.

University of New Mexico: In addition to educating younger populations, UNM has a robust adult education program, preparing people for many different professional and life skills. Contact the **Employer Relations Team: Keith Hitz**, Employer Outreach Manager hkitz@unm.edu and **Victoria Kirikos**, Employer Relation Specialist, vkirikos@unm.edu.

Catholic Charities: In additional to social programs such as housing support, children's' education centers, and migrant and refugee support, this organization provides adult education programs that help grow English-speaking abilities, train for jobs, and earn a HiSEC (High School Equivalency) diploma. Contact development@ccasfnm.org for more information.



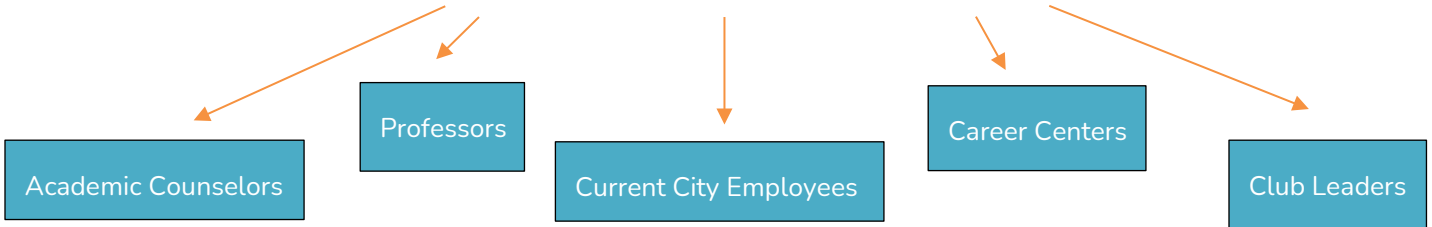
If you would like to further advertise your internship position, reach out to...

Generation Justice: This is a weekly radio broadcast produced by young populations in Albuquerque. This is a great way to connect with younger generations, especially if you're looking for college students. Contact Roberta Rael, Executive Director, roberta@generationjustice.org

Workforce Connection Central New Mexico: WCCNM is a platform in which you can post various internship positions. This platform will allow you to reach out to a diverse group of people in the area. To access this site, visit wccnm.org/employers/.com






Note some key contacts:



Academic Counselors	Professors	Current City Employees	Career Centers	Club Leaders

Lastly, post the position on job boards such as the ones listed below:

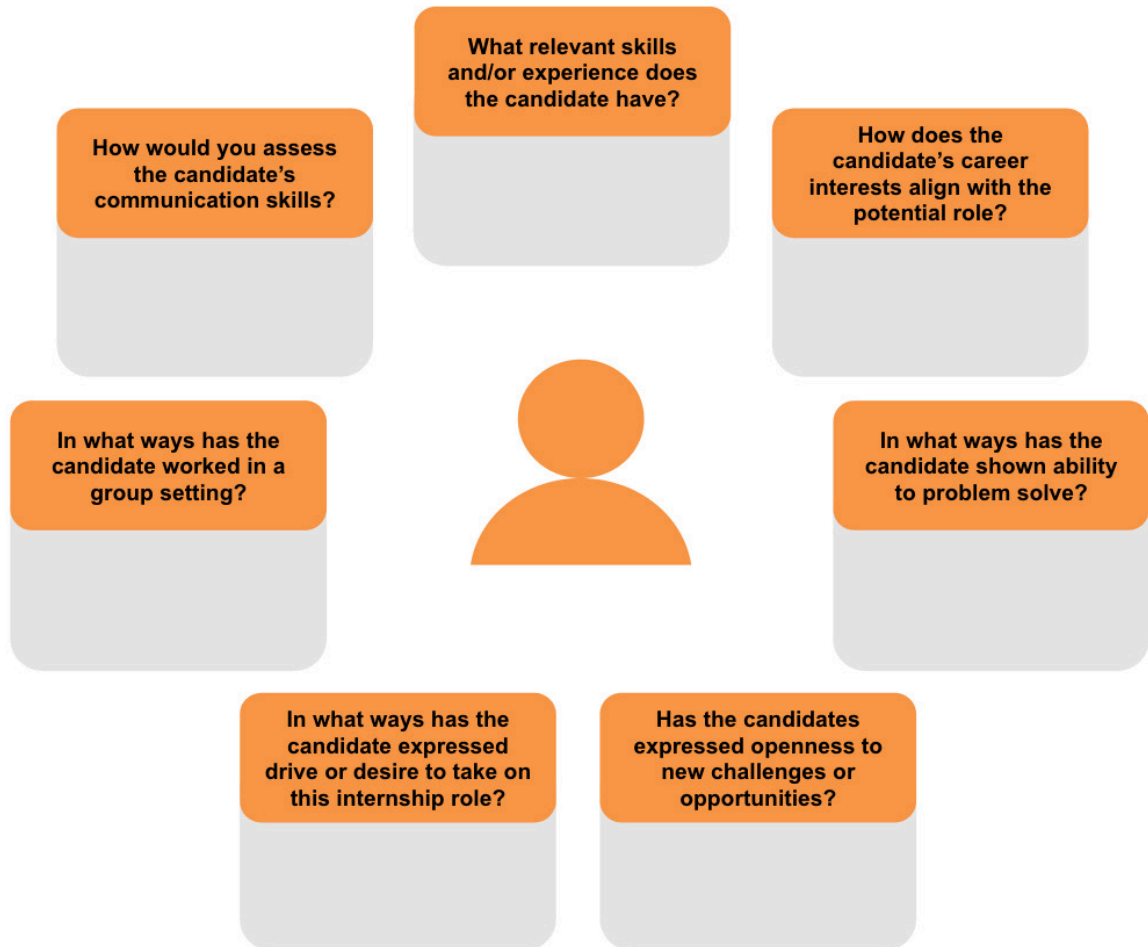
		
<p>LinkedIn</p> <p>Connects both employers and potential employees to meet and engage about potential job positions</p> <p>Has a job posting feature to target specific audiences</p>	<p>Indeed</p> <p>Most popular job board website</p> <p>Matches your job post with applicants that meet the criteria</p>	<p>Handshake</p> <p>Job networking website</p> <p>Students create profiles, can receive personalized recommendations, and speak directly with employers</p> <p>Only available to students with university email addresses</p>



Face-to-face interviews help you to learn more about the intern, this can help find who would be the best fit.



Once you have gathered a few applicants, here are a few things to keep in mind when determining who would be best for the role:



Those with less relevant experience are still worth considering, as they can still possess and develop the necessary skills to perform tasks.





If you were not involved in the hiring process, you can still tailor the projects to your intern:

- Meet with your intern (either in person or over zoom) and get to know them, ask them questions about their interests, their values, what they want out of this internship.
- Present the project(s) you want them to complete, explain how these tasks will provide value to your department. Try and connect these projects to their interests.
- There may be a disconnect with the projects you have available and the interns interest, if there is no solution to this disconnect focus on giving them professional development tips and opportunities throughout their internship that will help keep them engaged.




Keep in mind that this intership may be your intern's first job. Their tasks may require skills that seem simple to you, but are very new and foriegn to them. Be patient! We all started somewhere.



Orienting an Intern

Objectives:

- Familiarize intern with City and Departments.
- Define Department's goal and intern roles.
- Model effective communication between intern and management.
- Communicate expectations on policies, procedures, and performance.
- Create a welcoming and inclusive environment.
- Allow the intern to ask questions.

Welcome 		
<input type="checkbox"/>	Welcome the intern and introduce yourself: make the intern feel comfortable.	
<input type="checkbox"/>	Take them on a tour and introduce them to department staff, colleagues they can go to for help, and important locations; finish the tour at the intern's main workspace.	
<input type="checkbox"/>	Be sure to discuss and accommodate for any accessibility needs.	
Job description 		
<input type="checkbox"/>	Review and discuss job responsibilities:	<input type="checkbox"/> Goals <input type="checkbox"/> Deliverable <input type="checkbox"/> Deadlines <input type="checkbox"/> Points of contact
<input type="checkbox"/>	Discuss with the intern what your vision is for the internship and compare it to their vision.	<input type="checkbox"/> Your expectations and hopes for this program should align with theirs, discuss any disconnects between you and create a plan on how to solve them
<input type="checkbox"/>	Provide work schedule - time and place:	<input type="checkbox"/> Schedule events <input type="checkbox"/> Time off
Logistics 		
<input type="checkbox"/>	Provide logistical information:	<input type="checkbox"/> Accounts (email, Wi-Fi access, calendars) contact



		<input type="checkbox"/> Contact your department's HR coordinator to enter the intern's information into the Intern Database <input type="checkbox"/> Training on software/computer programs, including project trackers <input type="checkbox"/> Timekeeping programs/logging hours <input type="checkbox"/> Other workspaces <input type="checkbox"/> Appropriate attire <input type="checkbox"/> Discuss pre-planned vacations and holidays <input type="checkbox"/> Sick-leave protocol <input type="checkbox"/> Parking <input type="checkbox"/> Intern badges
<input type="checkbox"/>	Ensure intern completes required trainings (refer to 'preparing for an intern' iA)	
<input type="checkbox"/>	Confirm New Hire documentation is completed.	
Communication		
<input type="checkbox"/>	Outline communication protocols to access supervisor:	<input type="checkbox"/> Methods of communication <input type="checkbox"/> Schedule for check-ins <input type="checkbox"/> Invite interns to openly communicate concerns, questions, and feedback throughout the internship <input type="checkbox"/> Provide feedback tools
<input type="checkbox"/>	Ask for an emergency contact for the intern. This could be a parent, teacher, spouse, or reliable peer.	<input type="checkbox"/> Save this information on your phone for easy access.

Effective communication- exchanging ideas and opinions in a way that both parties understand.



This reflection also appears in the intern's version of the workbook.



Now, get to know the intern

Tell them about yourself

- What have been your roles within the city?
- Hobbies and passions?
- If you had unlimited funding for a project, what would you choose?



Ask them to share

- What are your career aspirations?
- Hobbies and passions?
- What do you want to get out of this internship?

Next, exchange ideas on project expectations

Reference your planning in the 'Preparing for an Intern' section.

Share with the intern

- What do you expect from them in terms of their performance?
- What would you or your department like to gain from this internship?
- What would you like the intern to gain from this internship?



Ask them to share

- What does a meaningful internship experience look like to you?
- What skills (both hard and soft) would you like to develop?
- Are there any areas of interest that you would like experience with?



Reflection activity

To be completed after the above exercise, consider repeating this exercise throughout the internship

Update the intern's assigned tasks and associated learning objectives to match what you have learned

Intern Tasks:

Associated Learning Objectives:

The changes I will make to alter the intern's experience to match what I have learned are:

It's important for interns to form connections outside of the department they are working with. Given what you've learned about your intern in the prior conversations, who are some contacts that might have passions/interests that align with theirs?

Name and Department	Common Interest	Contact Information



Manage the intern’s progress using the project tracker template below, or feel free to use your own project tracker.

An additional project tracker was provided alongside this document in the folder from HR.



This section also appears in the intern’s version of the workbook.



Status	Priority	Deadline	Task	Description	Assigned to	Deliverable
		June 30th	Project 1	Kate’s Presentation	Intern Kate	Final Report
Complete	High	June 7th	Task 1	Shadow Solid Waste Department	Intern Kate	Written report on experience
In Progress	High	June 12th	Task 2	Compile data on food waste	Intern Kate	Data sheet
Overdue	High		Task 3			
On Hold	Medium		Task 4			
Not Started	Low	June 20th	Task 5	Create presentation slidedeck	Intern Kate	Slidedeck
			Project 2			



Remember, be accessible - it can be intimidating to enter a new workspace. Some ways you can be accessible are to:





Keep your door open, or invite the intern to coffee, lunch, or meetings.




Engaging an Intern

Objectives:

- Conduct weekly meetings with the intern.
- Increase intern productivity and well-being.
- Improve manager-intern relationship.
- Foster partnership and teamwork.
- Promote intern growth and performance.
- Better employee retention.
- Inspire and motivate interns to grow their civic engagement.

Methods for Engagement	How-to's	Put it Into Practice <i>(List actions you have taken to engage the intern)</i>
<p>Diversify the intern's involvement.</p> 	<ul style="list-style-type: none"> ○ Involve them in various tasks and conversations to expose them to new skills and stakeholders. ○ Encourage the intern to be vocal in discussions. ○ Prioritize opportunities involving the intern's interests and stretch experiences. ○ Offer project rotation to avoid monotony. ○ Engage the intern in projects working towards the department's goals. 	
<p>Connect the intern through networking.</p> 	<ul style="list-style-type: none"> ○ Introduce the intern to key experts and mentors. ○ Actively include the intern in department and team activities, inside and outside the workplace. 	



<p>Stay accessible for the intern.</p> 	<ul style="list-style-type: none">○ Conduct regular check-ins. Refer to the sample check-in meeting agenda on the following page:	
<p>Provide the Intern with Perks they might not be aware of.</p>	<ul style="list-style-type: none">○ These could include free passes to the Zoo, Aquarium, and museums	

It is also important to have **regular check-in meetings** with your intern, a sample check-in meeting agenda was provided in the folder alongside this document. Aim to meet with them at least once a twice a week to discuss project details and other professional logistics.



Be a resource for the intern if they have questions and provide them with professional development opportunities in these meetings.



If possible, aim to see your intern everyday, if this isn't possible, think of someone that could check in with them everyday and who would be available to answer their lower level questions.



EXAMPLE CHECK-IN MEETING AGENDA

Meeting/Project Name	Research into sustainable practices at the bio-parks		
Date of Meeting	07/01	Time	11 AM
Minutes Prepared By	Intern	Location	DMV conference room

Meeting Objective(s)	
Check in on progress so far Answer any questions the intern may have	
Attendees	Me, intern

Agenda and Notes, Decisions, Issues	
<i>Check progress on assigned tasks</i>	
<i>Discuss feedback, questions, and next steps</i>	
Topic	Discussion
Outreach	Have you been able to set up meetings? Who have you been able to reach out to? Do you need any help setting these meetings up?
Progress	Do you think you are on track with this project? Is there anything I can help you with?

Professional Development	
<i>Introduce new skills (professional, technical, etc.), opportunities, and connections</i>	
Topic	Discussion + Action Items
Networking	Have you reached out to any potential new contacts? Is there anyone I can introduce you to?
Technical	Do you know how to use the Microsoft outlook scheduling tool?

Additional Info and Schedule		
<i>Schedule future meetings, deadlines, deliverables</i>		
<i>Create an action plan to address feedback</i>		
Action Items	Person(s) Responsible	Deadline
By next meeting I will need to introduce you to this department head.	Manager	1 week from today- 07/08



There may be issues that arise during the internship, below are some scenarios and resources to support you through this:

Scenario- your intern appears disengaged with their project

Tips- 1st have a meeting with them to see if there is anything in their personal life that could be affecting their work.
2nd- Ask them how they feel about the project, they might let you know that it doesn't interest them. If this is the case help them find value in their project and help them to recognize what they can gain from the project. If possible, keep this feedback in mind when assigning them future tasks.
3rd- If they still don't appear interested in this project, work with them to find professional development opportunities that DO interest them.

Scenario- your intern is consistently late for work; it is starting to affect their work as well as delaying other people

Tips- 1st meet with them to understand if there is anything going on in their personal life that could be impacting their time keeping, if there is help them work through this.
2nd- explain how being their actions are beginning to affect others, for example being late for meetings holds other people up.
3rd- Let them know that timekeeping is an important skill that will be required of them when they join the workforce, suggest some tools (such as a calendar app).

Scenario- you have been having issues with your intern for a while, you have tried meeting with them to check in and to discuss their conduct, however nothing has worked

Treat this scenario the same as if they were a full-time employee, terminate the internship, alert any professors if college credit is being awarded for this internship.




Transitioning or Offboarding an Intern

Objectives:

- Plan a comprehensive offboarding process.
- Gather feedback to improve future internship programs.
- Provide valuable feedback to the intern.
- Express appreciation and maintain connections.
- Streamline transition process.

Utilize this checklist to ensure you have completed the offboarding process:

Preparing to offboard an intern: 			
<input type="checkbox"/>	Outline tasks that remain to be completed, status, and completion date.	Tasks:	Completion date:
<input type="checkbox"/>	Identify offboarding roles and responsibilities.	Personnel assigned:	
<input type="checkbox"/>	Let department staff know the intern is leaving.		
<input type="checkbox"/>	Contact HR about setting up an exit survey for the intern.		
<input type="checkbox"/>	Explain the purpose of an exit survey to the intern- <i>The purpose is to gather information to make the department and internship program better.</i>		
<input type="checkbox"/>	Consider any goodbye gatherings.		



Offboarding an intern:

<input type="checkbox"/>	Provide the intern with any advice, constructive criticism, and areas of strength on their work in the internship. See the boxes below with specific feedback questions.
<input type="checkbox"/>	Ensure details like name, role, date of termination, and email are documented.
<input type="checkbox"/>	Have intern create a knowledge transfer document with tips for future interns.
<input type="checkbox"/>	Transition work responsibilities, if applicable (schedule training sessions for individuals that will be assuming new responsibilities).
<input type="checkbox"/>	Sign off on documentation to provide the intern with school credit.
<input type="checkbox"/>	Inform the intern of any City employment opportunities and how to find future postings (for example, after graduation).
<input type="checkbox"/>	Consider staying in touch with the intern (through LinkedIn, email or text message).
<input type="checkbox"/>	Evaluate if the intern is eligible for any employment opportunities within the City Government
<input type="checkbox"/>	Remove interns from payroll.
<input type="checkbox"/>	Recover City equipment (e.g., computers, badges, laptop).
<input type="checkbox"/>	Deactivate email and other accounts, and revoke systems access.
<input type="checkbox"/>	Complete a letter of recommendation: this reinforces positive relationships, enhances employee morale, and offers closure and gratitude. Refer to sample letter below!
<input type="checkbox"/>	Contact your HR coordinator and make any necessary updates to the intern database
<input type="checkbox"/>	Keep the intern in mind when hiring for future positions



Intern Feedback Notes

It's important to give constructive feedback to your intern to help them prepare for their future job opportunities.

What did the intern do well throughout the program?

What could the intern have improved upon in the internship?

If the intern wants to work in [ENTER FIELD] what skills would you recommend they focus on?

Any additional comments?

Have the intern fill out the exit survey ([HYPERLINK](#))



Summarize what the intern worked on during the duration of the internship along with different skill sets (both hard and soft skills) that they exhibited. This is a great way to end on a positive note and help recommend them to their future employers.





Sample Letter of Recommendation:

(Include official letterhead)

[Your Name]

[Your Position]

[City/Department Name]

[City/Department Address]

[City, State, ZIP Code]

[Contact Information]

[Date]

To Whom It May Concern,

This communication is to document that [intern's name] was working with [department name] as an intern during [time of internship] and I had the pleasure of supervising their work.

During their internship, [intern's name] demonstrated a high level of dedication, professionalism, and adaptability. They actively contributed to various projects and tasks, consistently delivering outstanding results. Their attention to detail, strong communication skills, and positive attitude added to the success of the team.

Below are the areas they worked as an intern and the skills they developed:

[insert notable intern deliverables]

Based on their exceptional performance and the positive impact they made during their time at [department name], I have no doubt that [intern's name] will excel in their future endeavors. I highly recommend them for any position that aligns with their skills and interests. We wish [intern's name] all the best in their future opportunities.

Sincerely,

[Your Name]

[Your Position]

[City/Department Name]



Conclusion

You have reached the end of 'Managing an Intern – A Comprehensive Workbook'!

By thoughtfully working through the workbook, supervisors can foster a positive and productive work environment, promote interns' professional development, and ensure a mutually beneficial internship experience. Remember, effective management of interns not only benefits the interns themselves but also contributes to the overall success of the organization. Embrace the opportunity to guide and empower interns and watch them thrive as valuable contributors to your team.

