

MEETING AGENDA

11:30-11:50 LUNCH AND SKIM THROUGH THE GUIDELINE

11:50-12:20 PRESENTATION

12:20-12:30 QUESTIONS AND FEEDBACK



To Access the Internship Program Guideline

PLEASE SCAN THE QR CODE



INTEGRATING INTERNS

A PROJECT BY
MOREHEAD-CAIN SCHOLARS



MEET THE TEAM



Abbey Beebe



**Daniel
Espinosa**



Diamond Moore



**Kassandra
Ciriza**



Yoyo Zheng

OVERVIEW

GATHERED INFORMATION ABOUT THE PRACTICES
AND PERCEPTIONS OF **INTERNS**

- COLLABORATED WITH **HR** TO ENHANCE
THE WORK THEY ARE CURRENTLY DOING
- ADDRESS THE **BARRIERS** AND
THE **BENEFIT** OF INTEGRATING
INTERNS



Life Cycle of a **INTERN**

IMPACTFUL
WORK

ONBOARDING

SUCCESSFUL
OFFBOARDING
AND
FEEDBACK

MAINTAIN
CONNECTION
AT THE CITY

RETURN AS
FULL-TIME
EMPLOYEE

OUR GOAL

TO VIEW INTERNS AS AN
INTEGRAL PART OF THE
CITY AND AS POTENTIAL
FULL-TIME EMPLOYEES

METHODS

**INTERVIEWS AND DATA
COLLECTION**








LITERATURE REVIEW

FOLLOW-UP MEETINGS

DATA ANALYSIS

**CONTENT SYNTHESIS AND
GUIDELINE DEVELOPMENT**

Who We Met With

 Albuquerque Community Safety	 Fire	 Policy (w/ Sustainability)
 Animal Welfare	 General Services	 Senior Affairs
 Arts & Culture	 HHH	 Solid Waste
 Aviation	 Legal	 Technology & Innovation
 City Clerk	 Metropolitan Development	 Transit
 Economic Development	 Municipal Development	 Youth & Family Services
 Emergency Management	 Parks and Rec	 Human Resources
 Equity and Inclusion	 Planning	 Environmental Health
 Finance & Ad Service	 Police	 Unable to schedule meeting  Met

PROJECT TIMELINE

**CREATED A SET OF INTERVIEW
QUESTIONS FOR DEPARTMENT
DEPUTIES**

**MAY
29**

**CONTACTED ALL
DEPARTMENTS**

**JUNE
5**

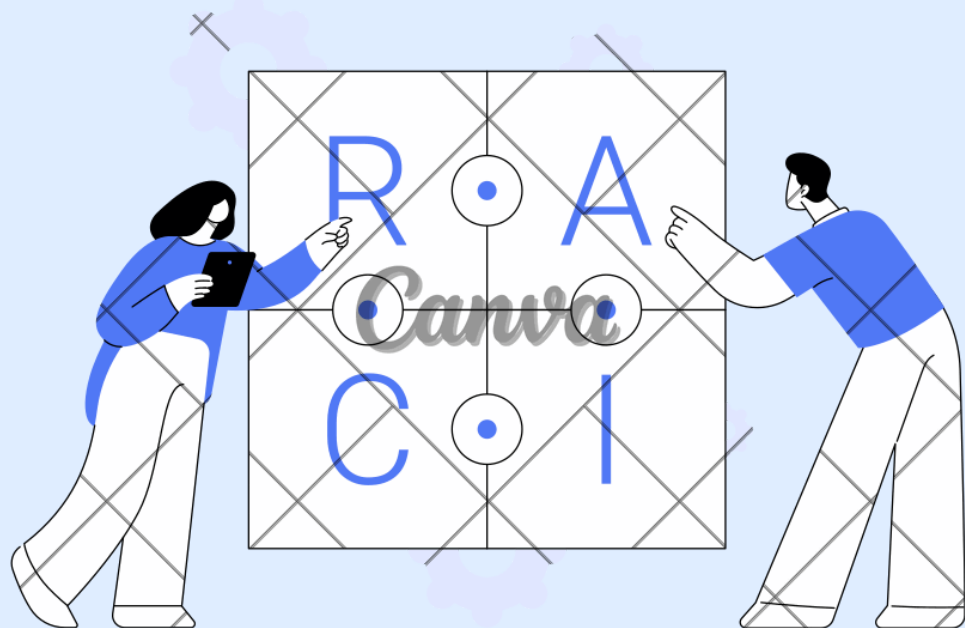
**JUNE
7**

**CONNECTED WITH
PROGRAM
COORDINATORS FOR
JMP AND MSP**

**JUNE
12**

**RESEARCHED INTERN
PROGRAMS IN OTHER CITIES
AND STATES**

**MET WITH REPRESENTATIVES
FROM 23 DEPARTMENTS**



**MET WITH TOM DARLING,
PRESENTED OUR FINDINGS
AND GOT A VISION FOR THE
INTERSHIP PROGRAM**

JUNE

19

**CREATED A
FEEDBACK FORM
FOR PAST INTERNS**

JUNE

24

**BEGAN WORKING ON
OUR INTERSHIP
PROGRAM GUIDELINE**

JULY

3

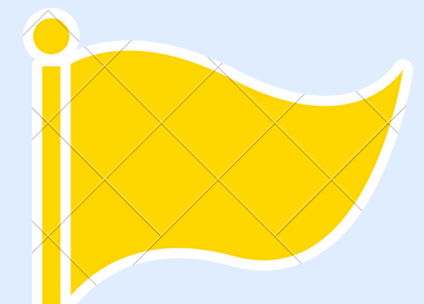
**MET WITH REPRESENTATIVES
FROM 23 DEPARTMENTS**

**PRESENTATION OF
THE INTERSHIP
PROGRAM GUIDELINE**

JULY

11

**PILOTING INTERN
PROGRAM STARTING IN
JULY AND AUGUST 2024**



INTERNSHIP LANDSCAPE

19

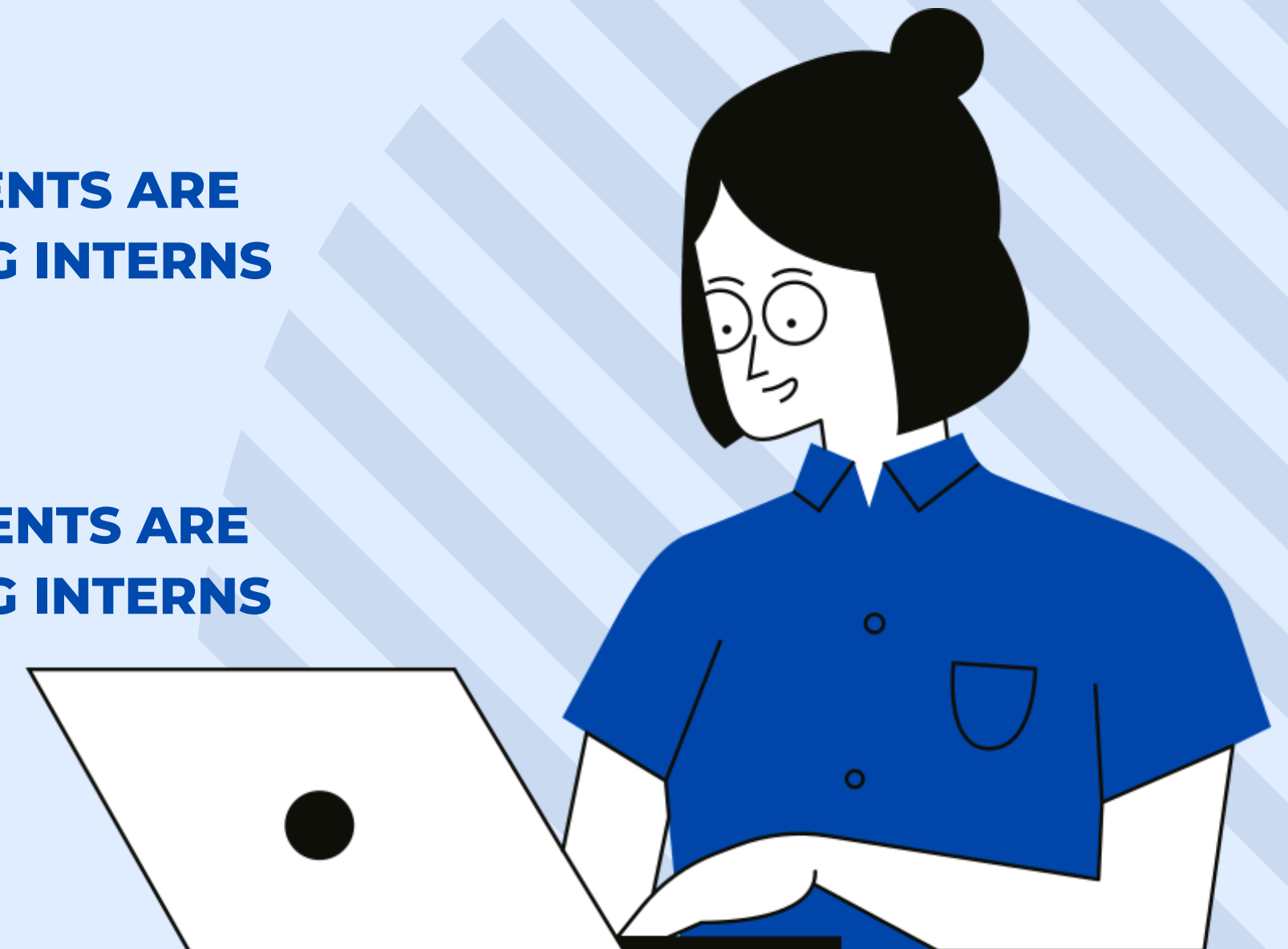
19 OF 23 DEPARTMENTS HAVE
HIRED INTERNS

10

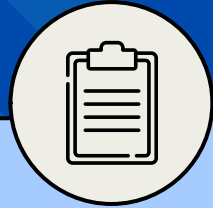
10 OF 23 DEPARTMENTS ARE
CURRENTLY HOSTING INTERNS

20

20 OF 23 DEPARTMENTS ARE
CURRENTLY SEEKING INTERNS



BARRIERS FOR INTERNSHIPS



General

General Issues for internship in the city

Complication during onboarding process

Insufficient fundings in city departments

Lack of trainings or orientations for supervisors or interns

Limited workspace for interns



Interns

Challenges for interns we found

Requirement to bring own laptops or tools

Lack of opportunities to get hired

Lack of information to know the opportunity



Departments

Issues regarding hiring interns

Shortage of staffs who can train and mentor interns

Lack of awareness or experience to hire interns

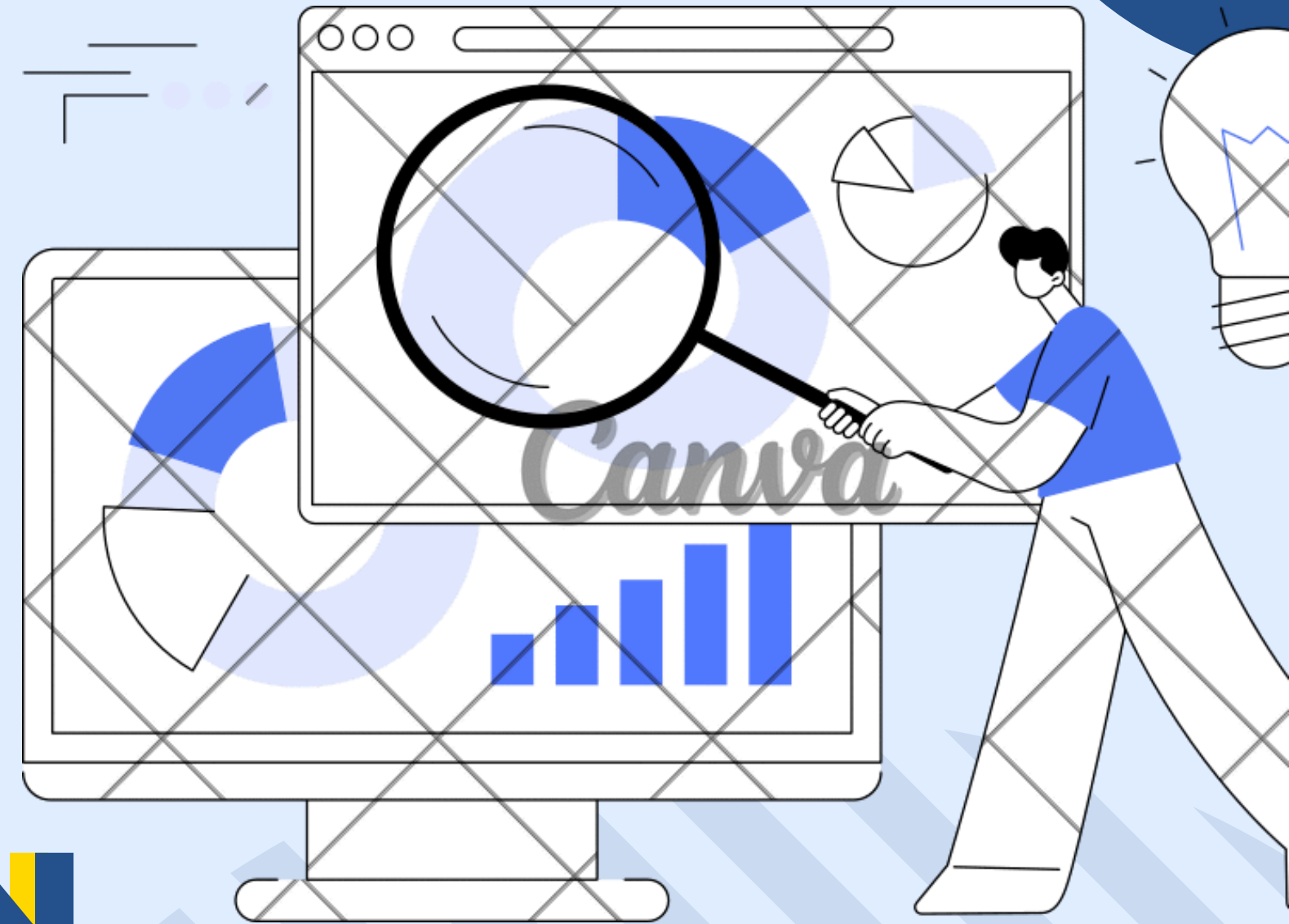
Lack of identified entry-level positions for interns to fill in

VISION

**A SUCCESSFUL AND FLOURISHING
INTERNSHIP PROGRAM AT THE CITY OF
ALBUQUERQUE THAT RESULTS IN A TALENT
PIPELINE OF QUALIFIED APPLICANTS FOR
POTENTIAL HIRE OF LONG-TERM CAREERS IN
VARIOUS DEPARTMENTS.**

MISSION

**TO CREATE A STREAMLINED AND EFFICIENT
PROCESS FOR INTERN RECRUITMENT,
PLACEMENT, AND EVALUATION THAT
ENHANCES INTERN UTILIZATION ACROSS ALL
DEPARTMENTS IN THE CITY OF ALBUQUERQUE.**



MINDSET SHIFT



**IF YOU'RE UNDERSTAFFED AND
OVERWORKED, INTERNS ARE THE
SOLUTION WHEN UTILIZED WELL**

“Hosting interns has profoundly impacted our department, **enhanced** our perspective, creativity, and communication. Working with a diverse group of students, including those with physical limitations, language barriers, and learning differences, has pushed us to develop inclusive communication strategies. A particularly memorable experience involved an intern from ‘A Better Way of Living,’ who transformed from a shy, uncertain individual into a confident, engaged team member over a 12-week program. Our internship strategy is a **win-win**, where our interns leave us with **valuable experience** and understanding that Animal Welfare could be a career pathway and AWD benefits from the assistance they provide and the lessons we learn to help us **improve our department.**”

—Carolyn Ortega, Director of Animal Welfare Department



WHAT COULD HOSTING AN INTERN MEAN FOR YOUR DEPARTMENT?



MET WITH CNM AND UNM TO DISCUSS CREATION OF IMMIGRANT INTERN OPPORTUNITIES AND COLLABORATED ON BRINGING INTERNS TO THE CITY OF ALBUQUERQUE

SECURED PROCESS FOR STATE REIMBURSEMENT FOR INTERNS

COLLABORATED WITH CIVIC ENGAGEMENT, ECONOMIC DEVELOPMENT, AND PUBLIC AFFAIRS TO DISCUSS INTERN PROCESS AND UTILIZED MOREHEAD-CAIN SCHOLARS TO RESEARCH AND SUPPORT INTERN PROJECT

CHANGED PAY RATES FOR CURRENT INTERN POSITIONS TO \$15 PER HOUR FOR UNDERGRADUATE AND \$18 PER HOUR FOR GRADUATE STUDENTS

CONDUCTED INTERNAL REVIEWS TO UNDERSTAND HR INTERN USE

CURRENT HR PROGRESS



CURRENT HR PROGRESS



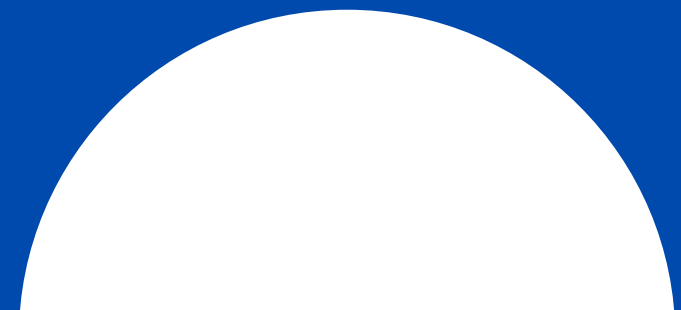
HIRED TWO RECRUITERS THAT WILL OVERSEE INTERN PROGRAM

IDENTIFIED ENTRY-LEVEL POSITIONS IN EACH DEPARTMENT SUITABLE FOR INTERNS

SELECTED THREE DEPARTMENTS FOR PILOTING THE INTERN PROGRAM STARTING IN JULY-AUGUST 2024 (ANIMAL WELFARE, ACS AND CENTRAL HR)

HR RECRUITING SECTOR IS DEVELOPING “RAPID APPLICATION APP” FOR INTERNS TO INCREASE EFFICIENCY

NEXT STEP – CENTRALIZING INTERN FUNDING FOR CENTRAL HR USE IN PARTNER DEPARTMENTS



OUR SUGGESTIONS

**WHAT DOES A SUCCESSFUL
INTERNSHIP PROGRAM NEED?**

BREAKDOWN



**STREAMLINING RECRUITMENT
AND ONBOARDING**



**PROVIDING TRAINING AND
EDUCATION**



**OFFERING PROBLEM SOLVING AND
SUPPORT**



**CREATING EVALUATIONS FOR
IMPROVEMENT**



**ENHANCING INTERN AND ALUMNI
ENGAGEMENT**



KEY ROLES

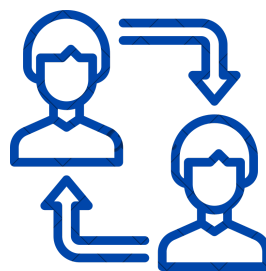
Intern

A paid position that offers meaningful work opportunities to gain practical skills, and a pathway to employment.



Departmental Intern Supervisor (DIS)

An *existing* departmental employee responsible for the day-to-day supervising of an intern.



Departmental Intern Coordinator (DIC)

An *existing* departmental employee responsible for coaching, supporting and/or supervising and evaluating the intern in the department.



Internship Program Coordinator (IPC)

An HR employee responsible for managing and overseeing the intern program.





RECRUITMENT AND ONBOARDING

Why does a DIC need training in recruitment and onboarding?

RECRUITMENT AND ONBOARDING FOR INTERNS CAN BE TIME-CONSUMING FOR DEPARTMENTAL STAFF TO COMPLETE, SO UNIFORM PRACTICES AND PROCEDURES ARE NEEDED.

This training helps address current barriers such as:

- Inconsistent recruitment practices
- Absence of standardized procedures to attain and recruit interns
- Lack of department-specific individuals responsible for training and supervising interns
- Varied departmental expectations between intern and supervisor

How can a Departmental Intern Coordinator (DIC) recruit and onboard interns effectively?

1

**CONSISTENT COMMUNICATION
REGARDING DEPARTMENTAL NEEDS**

2

**DEVELOP STANDARDIZED ONBOARDING
PROCEDURES**

3

PROVIDE TRAINING AND RESOURCES

What does successful recruitment and onboarding look like?

- **Developing clear criteria for evaluating applications**
- **Conducting initial screenings of interns placed in a department**
- **Coordinating introductions with IPC, DICs, and DISs**
- **Creating a database of available intern positions for DICs**

THE ONBOARDING PROCESS MUST BE TAILORED TO MEET THE SPECIFIC NEEDS OF EACH DEPARTMENT

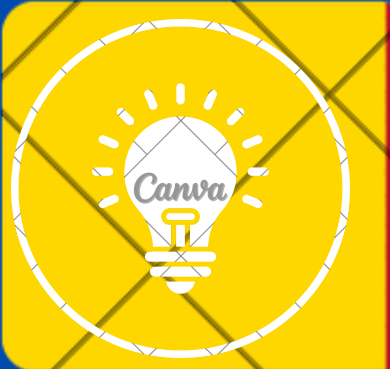
RECRUITMENT AND ONBOARDING



Interns

ATTEND NECESSARY ONBOARDING AND TRAINING SESSIONS AS SCHEDULED

FILLING OUT ANY NECESSARY PAPERWORK



DIS

CREATION OF MEASURABLE GOALS FOR THE INTERN

COMMUNICATION TO DIC OF POSITIONS FOR AN INTERN TO FULFILL



DIC

COMMUNICATION WITH HR REGARDING INTERN POSITION AVAILABILITY IN RESPECTIVE DEPARTMENTS

REVIEWING THE MEASURABLE GOALS FOR THE INTERN



IPC

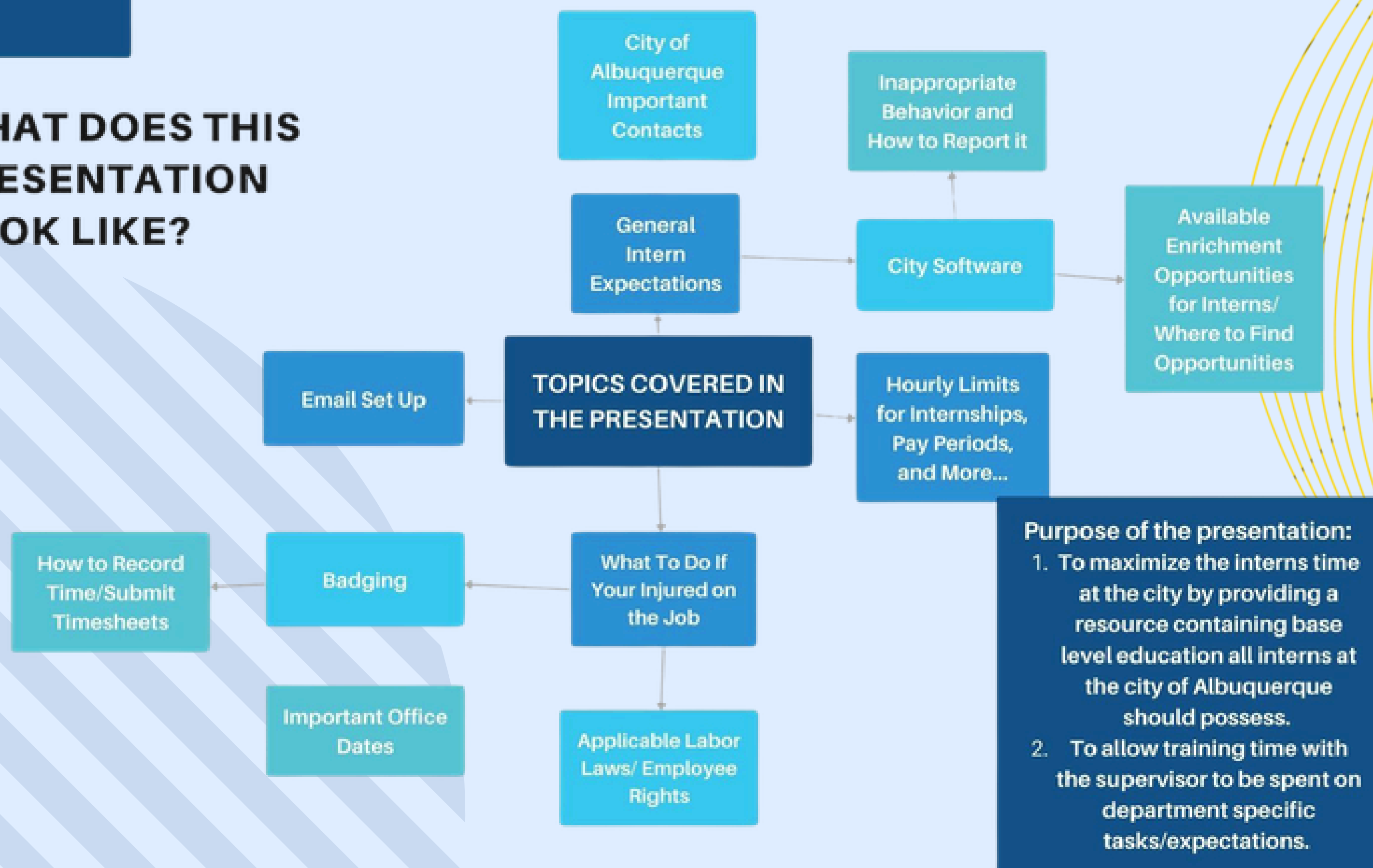
COMMUNICATION OF AVAILABLE INTERNS TO DIC

HIGHLIGHT THE BENEFITS OF INTERNSHIP OPPORTUNITIES, LEARNING EXPERIENCES, AND POTENTIAL CAREER PATHWAYS



TRAINING AND EDUCATION

WHAT DOES THIS PRESENTATION LOOK LIKE?



IPC CREATES/HOSTS ORIENTATIONS

Appendix C: Departmental Intern Supervisor Training Guideline

The purpose of the DIS training guide is to ease the commitment of base-level training on DISs by having an already created guideline for them to establish department-specific expectations.

Information about the intern:

Name:	
Employee Number:	

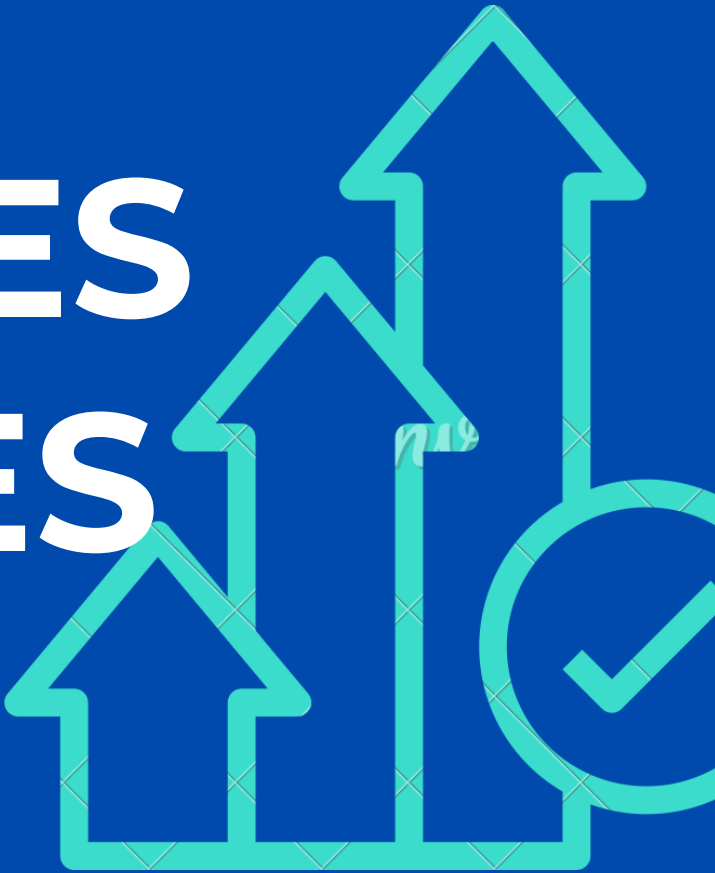
Information about the internship project:

Department:	
Project Description:	
Project Overview:	
Nature of Work Disclaimers:	

Information on workplace policies:

Absence Regulations/ Protocols:	
Dress Code:	
First Day of Work Information:	

DIS
ESTABLISHES
STRUCTURES
AND
EXPECTATIONS
FOR INTERNS





Managing an Intern

A Guiding Workbook

City of Albuquerque

Department of Human Resources



1



Navigating your Internship

A Guiding Workbook

City of Albuquerque

Department of Human Resources



1

IPC/DIS/INTERNS REVIEW WORKBOOKS

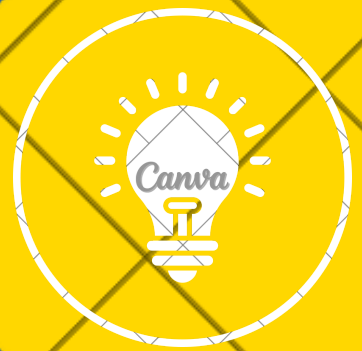


TRAINING AND EDUCATION



Intern

REVIEW THE INTERN GUIDING WORKBOOK



DIS

**DISCUSS WITH INTERNS TO ESTABLISH STRUCTURES
AND EXPECTATIONS
REVIEW THE IPC/DIS WORKBOOK**



DIC

**PROVIDE THE DIS WITH THE IPC/DIS WORKBOOK
PROVIDE THE DIS WITH THE TRAINING GUIDELINE
ANSWER ANY QUESTIONS**



IPC

**CREATE AND HOST INTERN ORIENTATIONS
REVIEW THE IPC/DIS WORKBOOK**



PROBLEM SOLVING AND SUPPORT

The question is not
*How can people avoid
conflict and eliminate
change?*
but rather
*How can people manage
conflict and produce
positive change?*

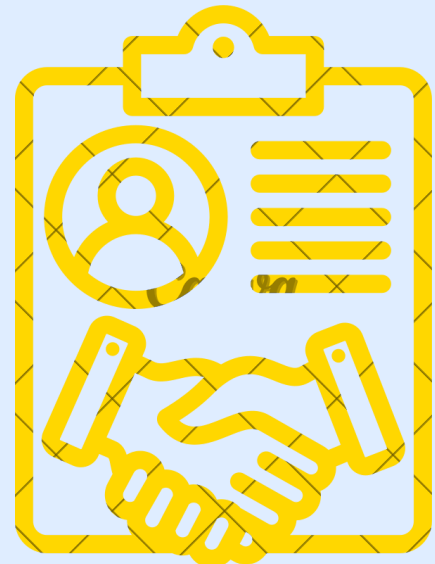


**CLEAR
EXPECTATIONS**

**MEANINGFUL
EXPERIENCES**

**STREAMLINED
COMMUNICATION**

INTERN



DIS

**CREATE SAFE
SPACES**

**CONTROVERSY
WITH CIVILITY**

**ACCOUNTABILITY
BETWEEN
SUPERVISORS AND
INTERNS**

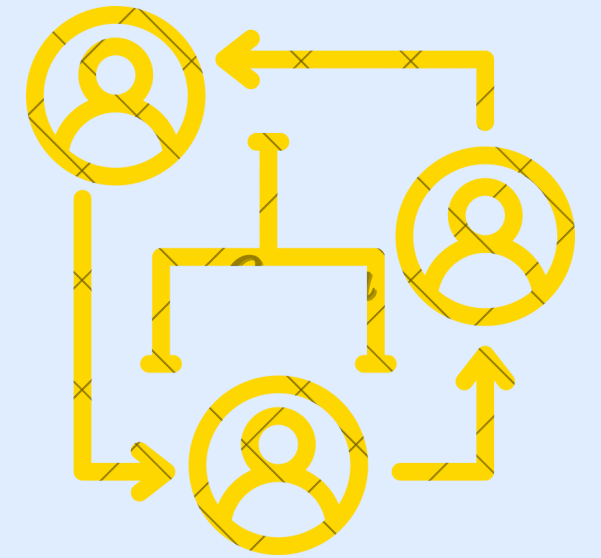
**EVALUATE
PERFORMANCE**

**DURATION OF
THE INTERNSHIP**

TASKS ASSIGNED

**LEARNING
OUTCOMES**

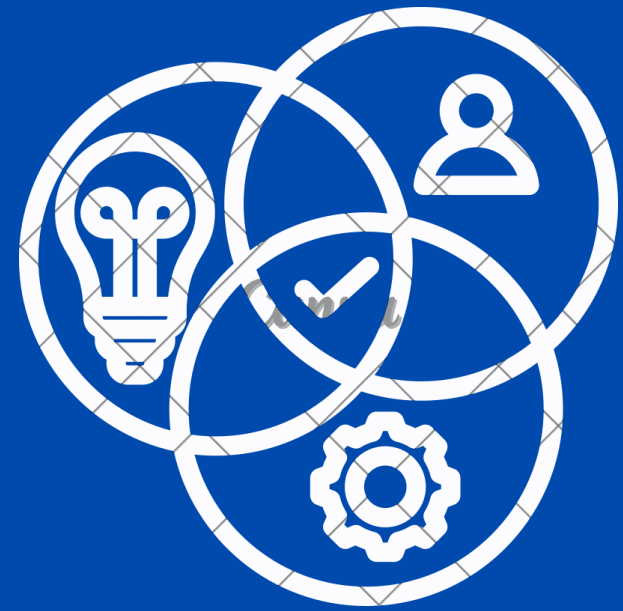
DIC



IPC

**RECORDS OF
MEDIATION
SESSIONS**

**RESOURCES FOR
CONFLICT
RESOLUTION**



EFFECTIVE CONFLICT MANAGEMENT AND RESOLUTION

**CREATE AWARENESS AND
VALIDATE THE CONFLICT**

UNDERSTAND THE ROOT CAUSE

**FACILITATE RESOLUTION
THROUGH MEDIATION**

**DEVELOP AND IMPLEMENT A
MUTUALLY AGREEABLE
SOLUTION**

**MONITOR AND ENSURE
EFFECTIVENESS**

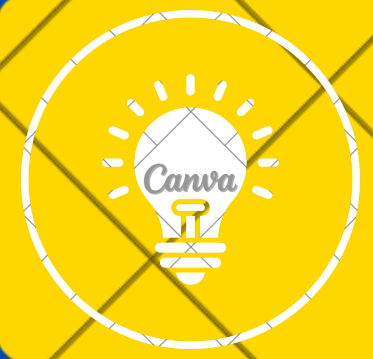
PROBLEM SOLVING AND SUPPORT



Intern

ACTIVELY PARTICIPATE IN THEIR DEVELOPMENT AND RESOLUTION PROCESSES

COMMUNICATE OPENLY AND SEEK HELP WHEN NEEDED



DIS

GUIDE INTERN PROGRESS AND RESOLVE CONFLICTS

PROVIDE OVERSIGHT AND SUPPORT



DIC

GUIDE AND SUPPORT INTERNS

OFFER ADVICE AND CAREER GUIDANCE



IPC

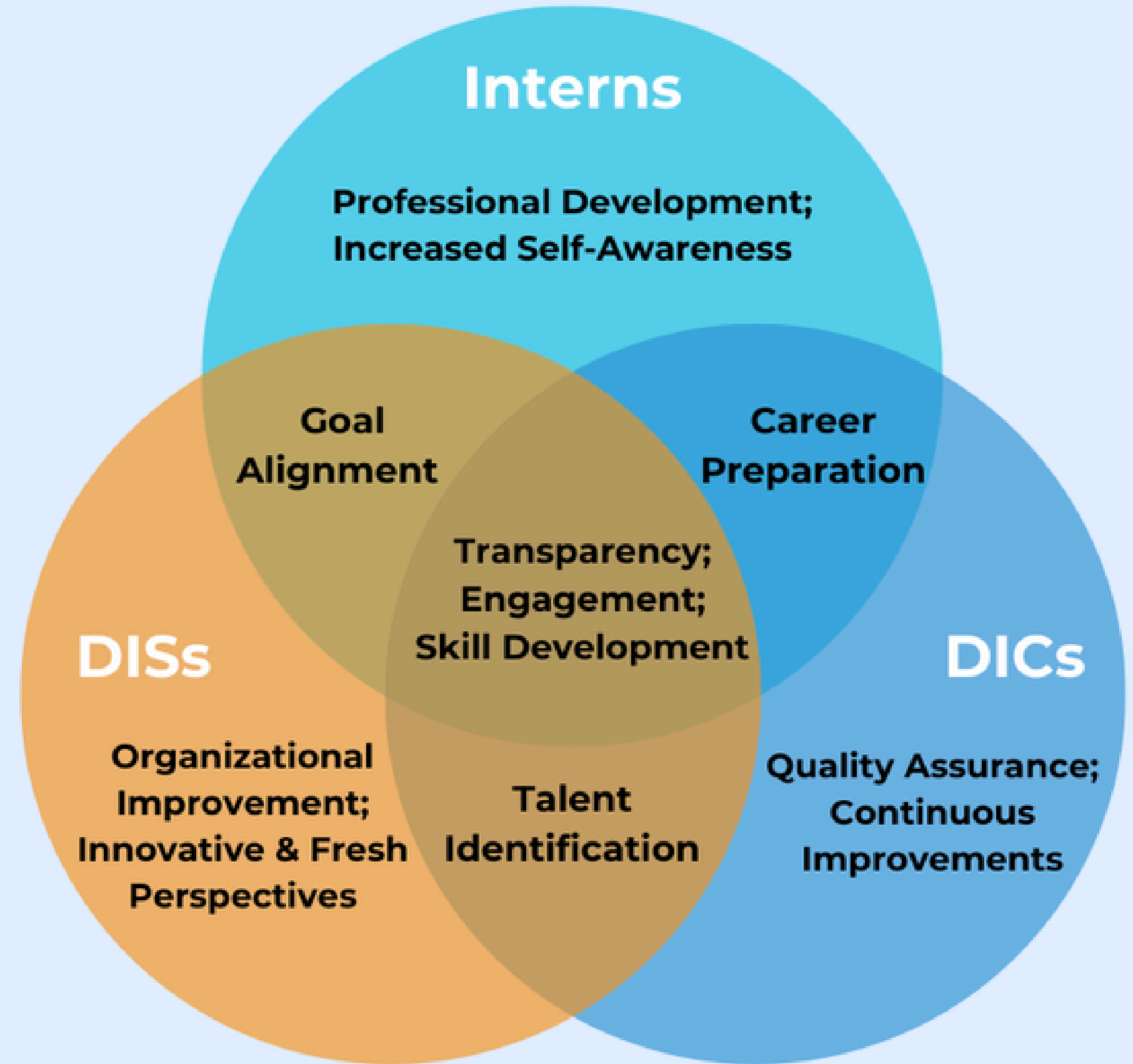
SUPPORT INTERN MANAGEMENT AND CONFLICT RESOLUTION

PROVIDE RESOURCES AND MEDIATION

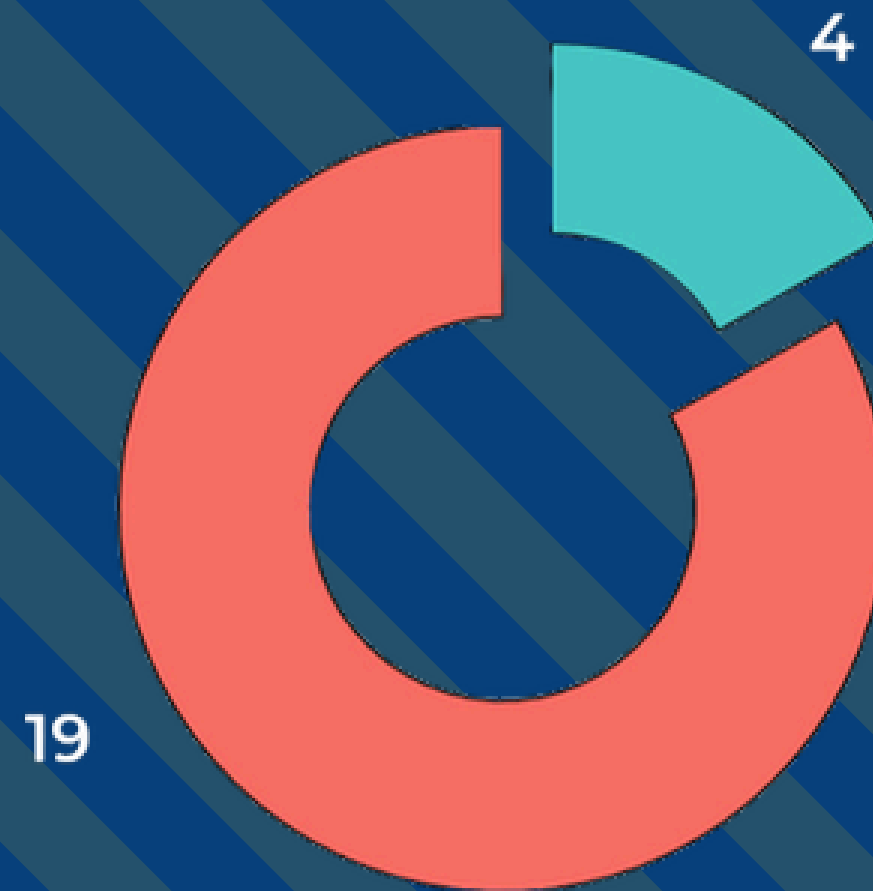


FEEDBACK AND IMPROVEMENT

WHY FEEDBACK?



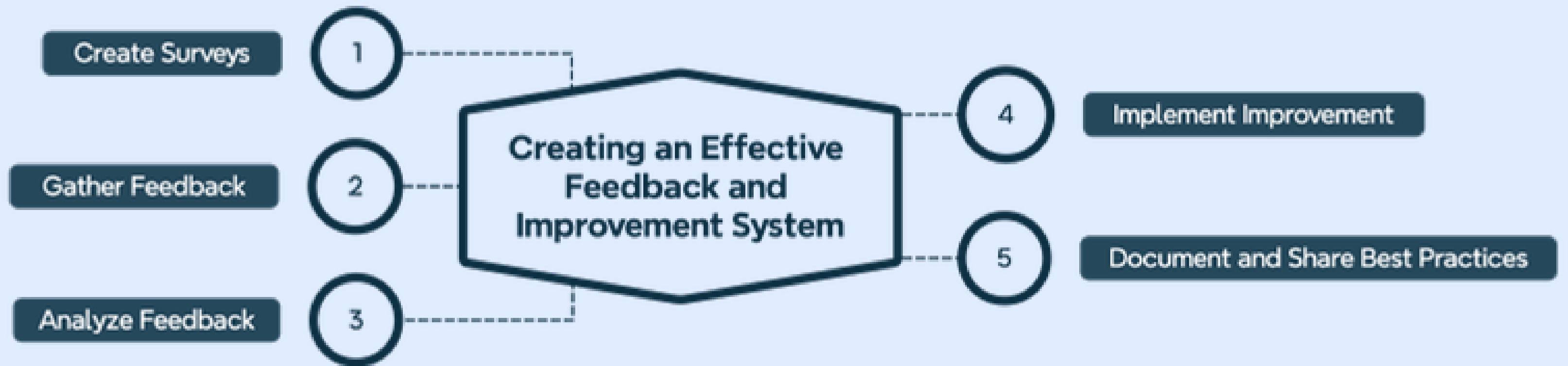
A SIGNIFICANT GAP



4 of 23 departments we met have a formal feedback mechanism for interns

ESTABLISHING A FEEDBACK LOOP





CREATE SURVEYS

Tips for Creating Surveys:

- Have a goal or purpose of the survey
- Make every questions count
- Keep it short and simple
- Ask direct questions
- Rephrase yes/no questions if possible

Appendix D: Exit Survey for City Interns

General Information

1. What was your internship duration?
 1. Less than 1 month
 2. 1-3 months
 3. 3-6 months
 4. More than 6 months
2. How many hours did you work per week?
 1. Less than 10 hours
 2. 10-15 hours
 3. 15-20 hours
 4. More than 20 hours
3. Which department did you intern in?
4. Was your internship paid or unpaid?
 1. Yes
 2. No
5. If so, how much is your compensation/stipend?
6. How did you learn about the internship?

Work Environment

7. How would you rate the overall work environment?
 1. Excellent
 2. Good
 3. Fair
 4. Poor
8. Did you feel welcomed and included by the staff?
 1. Strongly agree
 2. Agree
 3. Neutral
 4. Disagree
 5. Strongly disagree

Mentorship and Support

9. How would you rate the mentorship and guidance you received during your internship?
 1. Excellent
 2. Good
 3. Fair
 4. Poor

Did you have regular check-ins or feedback sessions with your supervisor?

1. Yes
2. No

Tasks and Responsibilities

11. Were the tasks assigned to you relevant to your field of study/ career interest?
 1. Strongly agree
 2. Agree

Appendix E: Exit Survey for Departmental Intern Supervisors

*Name and contact (optional):

Training and Development

1. How did the Departmental Intern Supervisor (DIS) training prepare you for hosting your interns this summer?
[scale from least helpful to most helpful]
2. How could the DIS training be improved?
[short answer]

Problem solvings

3. How confident do you feel about addressing the issues you had with interns?
[scale from least prepared to most prepared]
4. Describe any issues with your intern(s) you had this summer
[short answer]

Communication

5. How sufficient was the communication between you and the Departmental Intern Coordinator (DIC)?
[scale from least sufficient to most sufficient]
6. How effective was the communication between you and your intern(s)?
[scale from least effective to most effective]

Suggestions

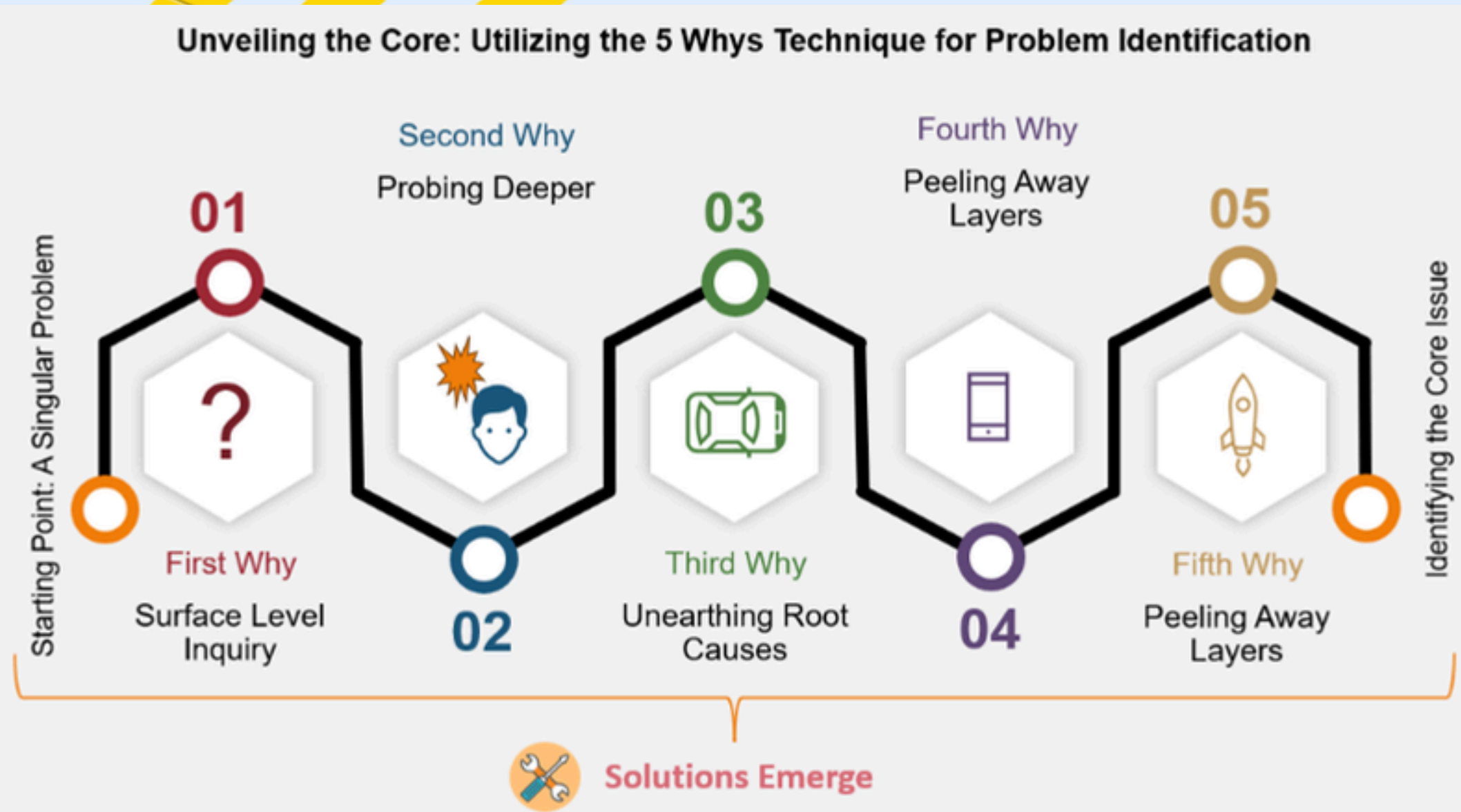
7. What suggestions do you have for improving the city internship program?

8. Is there anything else you would like us to know about your experience with the city internship program?

*We suggest making this form optionally anonymous, similar to the feedback form from the JMP program. An anonymous form generally receives better feedback. However, providing the option to include their name and contact information allows DIC and IPC to reach out for further questions if needed.

Appendix D & E: Exit Surveys for Interns and DISs

ANALYZE FEEDBACK



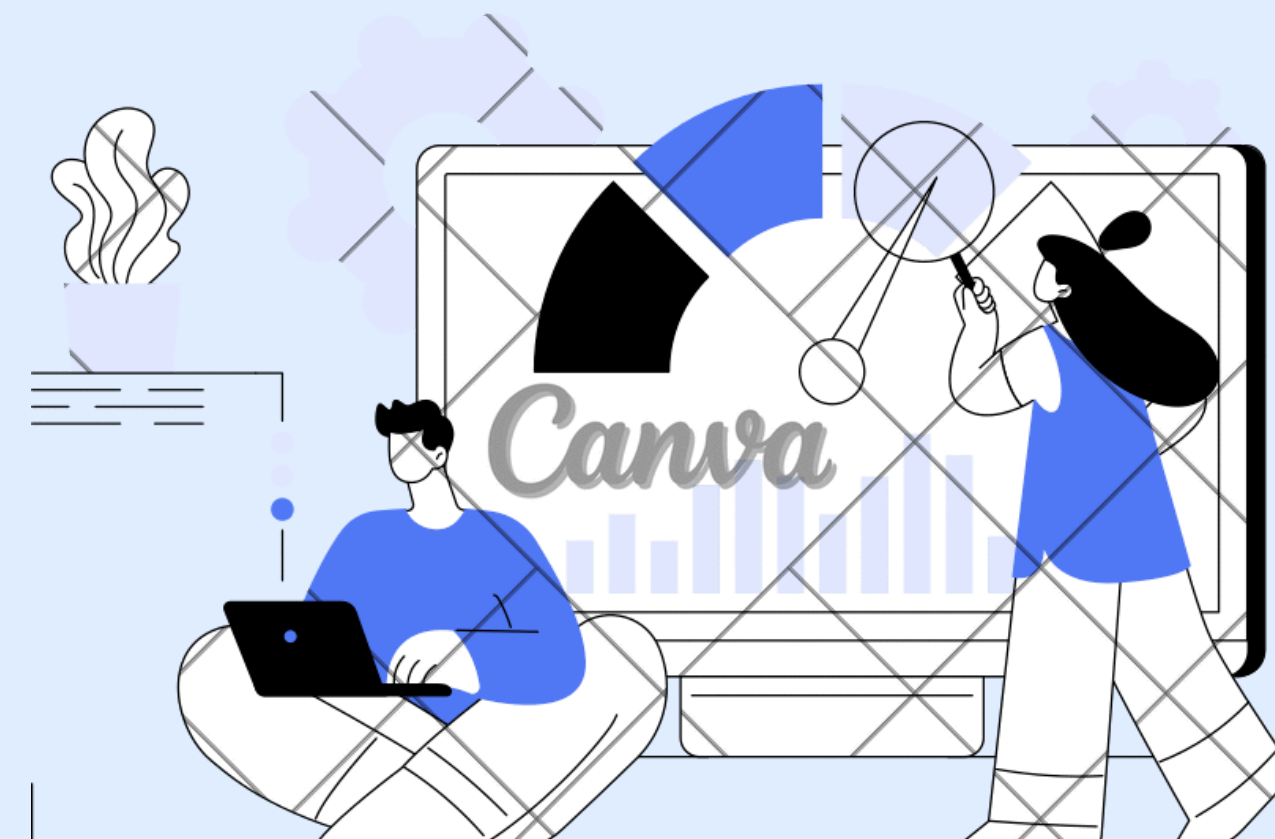
5 Whys Technique

- Categorize Feedback
- Identify trends
- Pinpoint root causes

IMPLEMENT IMPROVEMENTS



SMART GOALS:
SPECIFIC
MEASURABLE
ATTAINABLE
RELEVANT
TIME-BOUND



DOCUMENT AND SHARE THE BEST PRACTICES



E-portfolios for Interns and DISS



EVALUATION AND IMPROVEMENT



Intern

**GIVE FEEDBACK
CONDUCT SELF-EVALUATIONS
DOCUMENT LEARNINGS AND EXPERIENCES**



DIS

**PROVIDE FEEDBACK
EVALUATE INTERN PERFORMANCE
FACILITATE THE FEEDBACK LOOP**



DIC

**GATHER FEEDBACK FROM INTERNS AND DIS
TRACK AND SHARE FEEDBACK WITH IPC
DOCUMENT AND SHARE BEST PRACTICES
FACILITATE THE FEEDBACK LOOP**



IPC

**CREATE SURVEYS
ANALYZE FEEDBACK
FACILITATE IMPROVEMENT IMPLEMENTATION
ENHANCE THE FEEDBACK LOOP**



INTERN AND ALUMNI ENGAGEMENT

The background features a light blue base with several overlapping circles in various shades of blue, including dark blue, medium blue, and light blue. In the top-left corner, there are wavy, concentric lines in a slightly darker blue. In the bottom-right corner, there are wavy, concentric lines in a light blue. The text is centered within a dark blue circle.

**ONE OF OUR MAIN
FINDINGS: MOST
DEPARTMENTS DO
NOT HAVE A RECORD
OF PAST INTERNS**

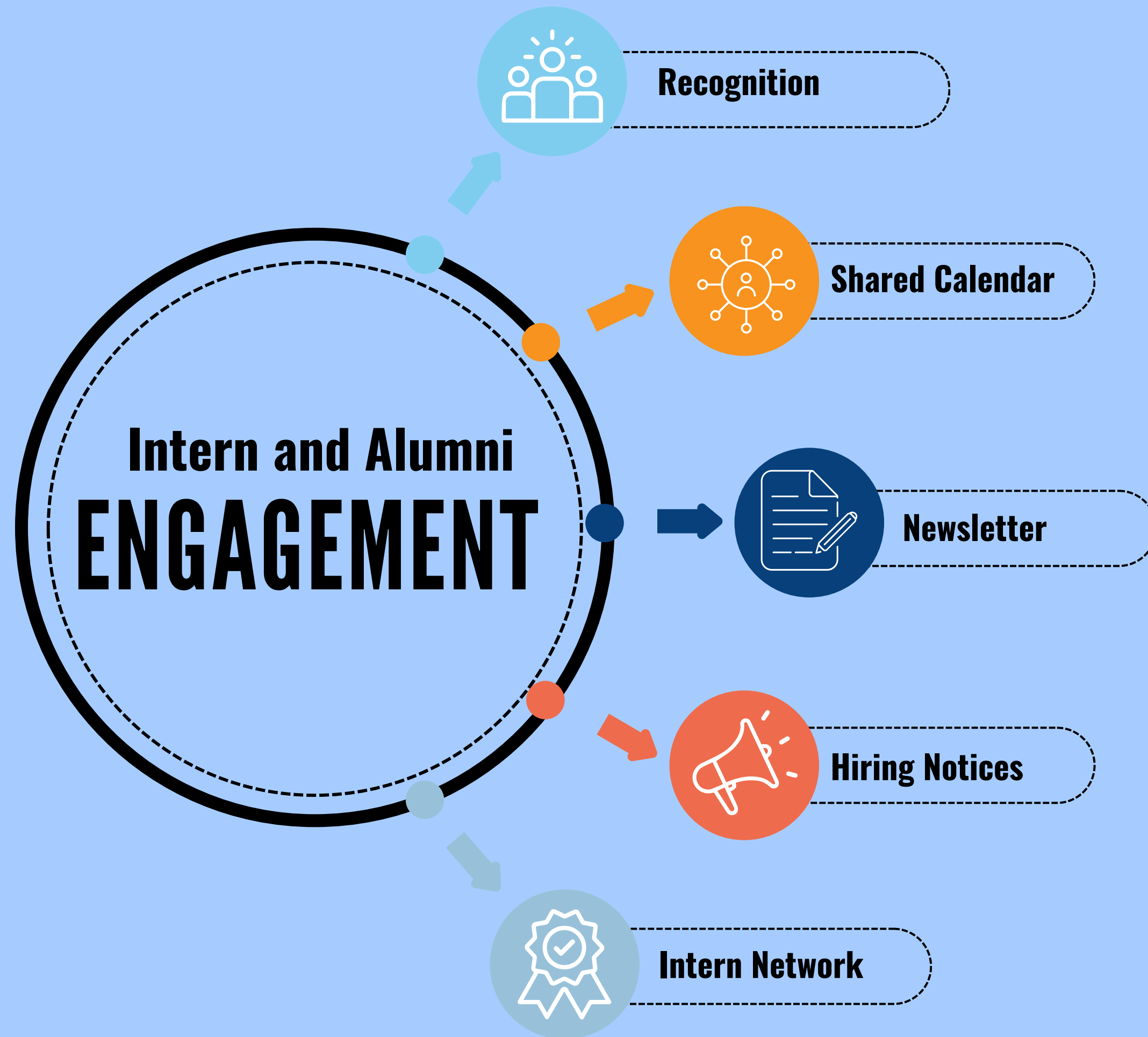
Purpose of Alumni Engagement:

To provide the City of Albuquerque with mechanisms to stay in contact with current and past interns.

Why is this important?

Maintaining strong connections with past and current interns will hopefully encourage alumni to consider a career at the City of Albuquerque following their internship.





INTERN AND ALUMNI ENGAGEMENT



Interns

**PROVIDE CONTACT INFORMATION FOR
OUTREACH**



DIS

**RECOGNIZE AND ACKNOWLEDGE THE INTERN
ACCOMPLISHMENTS**



DIC

MAINTAIN A RECORD OF INTERN INFORMATION



IPC

**ENGAGE CITY-WIDE ALUMNI
CREATE AND MAINTAIN A NEWSLETTER
UPDATING RESOURCES ABOUT JOB OFFERINGS AND
POSITIONS IN THE CITY**

KEY TAKEAWAYS

THE NUMBER OF APPLICANTS FOR
INTERN/ENTRY-LEVEL POSITIONS HAS
DWINDLED

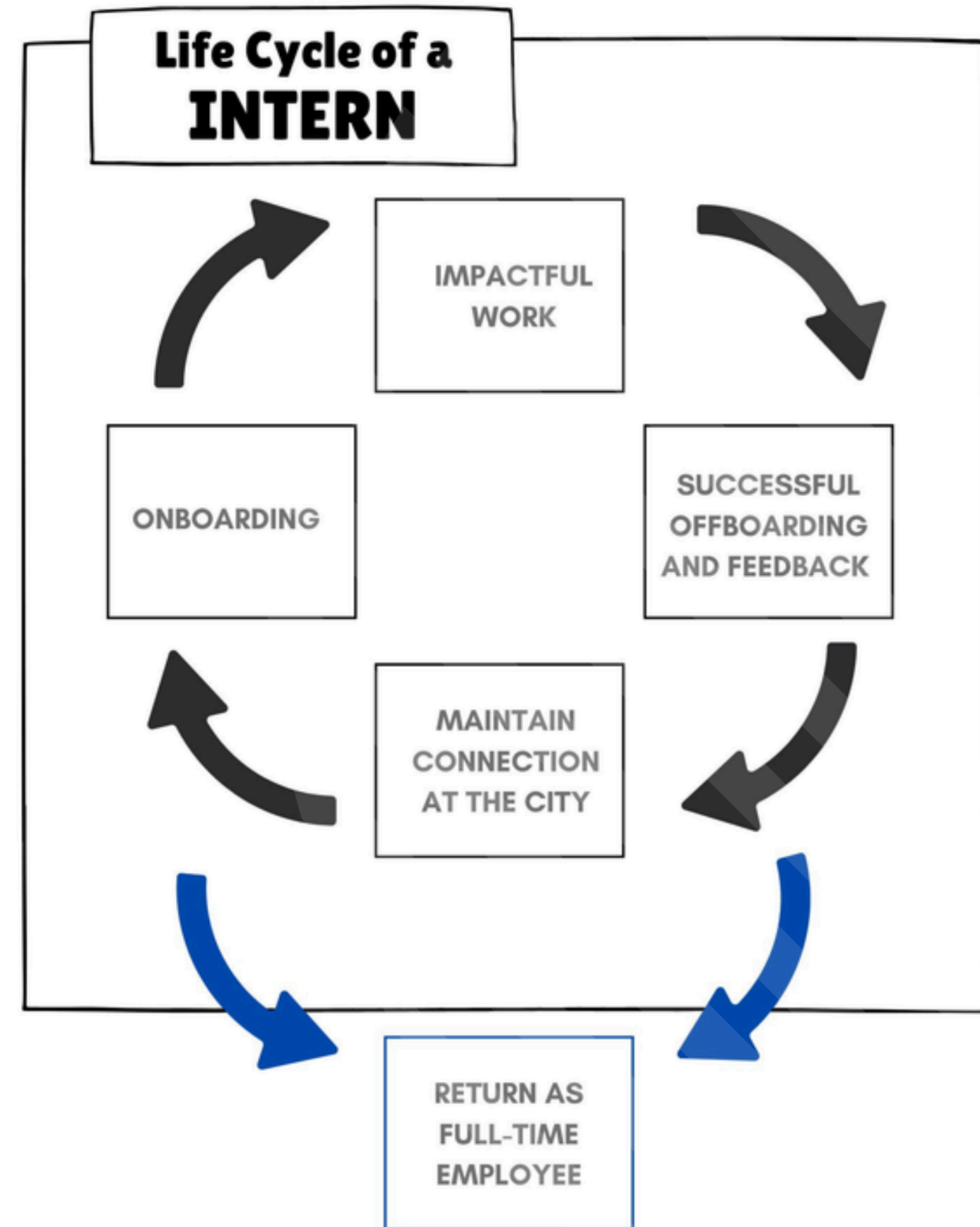
LACK OF AWARENESS ON HOW TO
OBTAIN INTERNS

LITTLE RECORD OF PAST INTERNS IN
DEPARTMENTS

MISCONCEPTIONS OF THE ROLE OF AN
INTERN

STANDARDIZATION OF THE
RECRUITMENT, PLACEMENT, AND
EVALUATION OF INTERNS

What a
centralized
intern program
at the City of
Albuquerque
CAN
accomplish:





THANK YOU!

BEST,
ABBEY, DANIEL, DIAMOND, KASSANDRA, AND YOYO



**DR. ELIZABETH KISTIN
KELLER**

DIONNA ARELLANO

TOM DARLING

CHRIS BRADFORD

**JACKSON, SPENCE, LE,
MAANYA, KATIE**



QUESTIONS AND FEEDBACK