

·STATE OF DELAWARE·

INTERNSHIPS

**A GUIDE to EMPLOYING
COLLEGE INTERNS**



Department of
Human Resources
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OVERVIEW

Internship Programs are created to provide opportunities within an organization that prove to be mutually beneficial to not only the intern, but largely to the employer as well. Internships allow students to gain useful, employment-based knowledge and experience within their desired education and career paths.

Internships should be a critical part in each agency's recruitment plan as these programs are a key component in achieving successful recruitment outcomes, establishing consistent applicant pipelines, and play a major part in achieving the organization's diversity initiatives.

Internships allow the agency to build successful, positive relationships in the schools/universities, that will produce targeted talent pipelines, fresh ideas, and motivation, in which to recruit, assess, and retain top talent, in addition to building and maintaining a strong diverse workforce. By offering internships, the State of Delaware is taking the strategic approach, proactively, to prepare for and meet our future employment needs.

Internships also provide excellent opportunities for leadership and management growth experiences within the organization. Establishing mentor's and internship designees by utilizing pre-existing staff members to oversee their agency internship program and its participants can potentially assist with agency's employee retention efforts as well.

This manual is a resource guide for managers, supervisors, and human resources professionals, as it provides extremely useful information and guidance on hiring interns.

PURPOSE

The State of Delaware, through the Department of Human Resources (DHR) – Talent Acquisition (TA) (DHRTA), offers paid and unpaid internships to college students to provide the opportunity to apply academic learning to actual work experience. DHRTA strongly believes that internships are an important resource which provides people with invaluable work experience as they prepare for their professional careers. Internships are an opportunity for the State to build positive long-term relationships with college students as a way to attract them to full time opportunities as they approach graduation.

Things to remember:

- Period of internship is not to exceed 9 months.
- The training is for the benefit of the intern.
- Students interested in course credits should contact their school for eligibility requirements.

- The intern does not displace regular employees but works under the close observation of a supervisor or mentor.
- If the internship is unpaid, the intern understands they are not entitled to wages for the time spent training and will complete the Intern Program Agreement, as it acknowledges the details of the program. The State derives no immediate advantage from the intern.
- The acceptance of an intern position does not guarantee any right, promise, or offer of a Merit position.
- Agencies wishing to hire interns can contact the **DHR Internship Program Coordinator** at jobs@delaware.gov, Subject line – “*State Internship Request*”.

It is the responsibility of the Executive Branch agencies to ensure the appropriate use and approval of interns. In partnership with DHRTA, the Agency DHR will submit the “*State Internship Program Agreement*” to DHRTA when they wish to place an intern at their agency.

ADMINISTRATION OF INTERNSHIPS

The DHRTA team oversees the internship process. For information and guidance, you may contact jobs@delaware.gov – Subject Line – “*Internship Inquiry (ies)*”, and/or by phone at 302-739-5458.

The Department of Human Resources Agency Lead (Agency DHR) will act as the liaison between the Hiring Manager and DHRTA.

ESTABLISHING AN INTERNSHIP

Internships should be a planned program to provide a meaningful learning experience applicable to the student’s field of study or interest. This requires planned assignments coupled with proper supervision, evaluation, and feedback. Learning objectives must be developed when considering a student internship opportunity at your agency. You must identify clear job duties or a defined project scope that demonstrates how the learning objectives for everyone will be met.

The procedure for establishing a student internship is as follows:

1. **DEFINE THE WORK.** Prior to requesting a position for the intern, the hiring manager should define the internship to provide a meaningful work experience applicable to the student’s field of study or career interest.
2. **REVIEW RESPONSIBILITIES.** Prior to submitting a *State Internship Program Agreement*, supervisors will be required to review this guide and ensure that specific duties are determined before the intern is brought on.
3. **REQUEST TO FILL.** Work with your Agency DHR staff to complete the agency sections of the specific *Internship Program Agreement Form* that applies to your

program and email to DHRTA at jobs@delaware.gov – Subject Line “*State Internship Request*”. This request must include intern duties and goals. Funding for paid interns will be approved by Agency DHR staff before submitting the request to DHRTA.

4. **DHRTA REVIEW OF REQUEST.** DHRTA will review the request for approval. DHRTA may contact the hiring manager for additional information if necessary. If approved, the internship will be a maximum of **9 months**.
5. **IDENTIFY THE CANDIDATE.** Agencies can select interns that reach out to them with interest, or they can post the opportunity for applicants.
 - To qualify as a student intern, students must be currently enrolled as a student in a college program.
6. **SELECTED INTERN.** Once the Hiring Manager has selected an intern, he/she will submit the appropriate *State Internship Program Agreement* to the Agency HR and DHRTA as noted above, which includes contact information, proposed schedule, anticipated program duration, etc. This will need to be accompanied by the intern’s resume, and cover letter. Once approved, Agency HR will complete the appropriate Appointment Letter using the DHR *State Internship Appointment Letter* template.

The official email communication to the Intern will include:

- **Internship Program Agreement Form** – Agency will complete page 1, and both Hiring Manager and Agency HR will sign. Intern is responsible for page 2, as it is the official *State Internship Program Agreement*, and includes the required *Agreement to Comply* acknowledgement, in addition to other important details surrounding the program.

The Hiring Manager will sign that they agree to carry out the Responsibilities and Expectations of the Hiring Manager as outlined in the agreement. The Intern will sign in their designated signature line if they agree to the terms and conditions outlined in the agreement.

- **State Internship Appointment Letter** – The completed Appointment Letter will be the official offer for the Internship opportunity, outlining any agency specific requirements, such as background checks and/or drug tests, etc.

POSTING FOR INTERN

If the agency/department wants to post the opportunity to attract more candidates, the Hiring Manager will submit the appropriate *State Internship Program Agreement* to the Agency HR and DHRTA as noted above. Once approved (including fiscal approval, if applicable), DHRTA will post the position at area schools/universities, organizations, and institutions. Interested applicants will submit cover letter and resume for consideration.

DHRTA will forward the information to the Hiring Manager for review. Hiring Manager will set up interviews and select an intern. Agency HR will complete the *State Internship Appointment Letter* template.

AGENCY HR

The Agency HR will work with the Hiring Manager to plan for the intern's arrival. The individual who initiated the request is notified of the internship approval/denial. Upon receipt of approval notification, the agency will initiate the hiring process as noted above.

COMPENSATION & TIMEKEEPING

- 1. Paid Interns.** Salary will be determined by the agency and funding available, in addition to experience. Salary for an intern without experience will be offered at minimum wage, however, should the intern meet the job requirements of the position being offered, the salary will be offered at the minimum level of the merit comparable pay scale for that position (example Accounting Specialist). Agency HR will hire the intern in PHRST as a Casual/Seasonal employee. The intern will record hours bi-weekly using the timekeeping system of the agency. A *State Intern Agenda Time Sheet* should also be submitted to DHRTA for record keeping as well. Time sheets should be sent to jobs@delaware.gov – Subject Line: “*Intern Name – Time Sheet – Pay Date*”.

Remember, PAID Interns have the same protections as other employees, and laws such as the Fair Labor Standards Act (FLSA) and minimum wage laws, among others, apply to paid interns. This also includes protections such as meal and other breaks, and overtime wages, if earned.

- 2. Unpaid Interns.** The intern will send their completed *State Intern Agenda Time Sheet* to DHRTA at jobs@delaware.gov – Subject Line: “*Intern Name – Time Sheet – Pay Date*” and copy their assigned manager for record keeping. The time sheet includes total hours worked, by day, on a bi-weekly basis. The work an unpaid intern completes should benefit the intern in their field of study.

EVALUATION

All interns should be provided with on-going feedback from their supervisor on how well they are meeting the goals and expectations of their position. At the completion of the internship, both the intern and the supervisor will complete an evaluation and send to DHRTA at jobs@delaware.gov – Subject Line: “*State Internship Exit Survey*” and/or “*State Internship Evaluation*”. The information provided will be used to provide valuable feedback to managers for future program planning and enhancements where necessary.

Note: Interns will not receive an official *Certificate of Completion* until their *State Internship Exit Survey* is returned to DHRTA.

AGENCY'S RESPONSIBILITIES UPON HIRE – INTERN

1. **WELCOME to the AGENCY.** The *State Internship Appointment Letter* that is sent by the Agency HR indicated dates, schedule, location, and supervisor's name, in addition to any required processes or documents that would require attention prior to their start date. The Hiring Manager will need to review work expectations, appropriate attire, evacuation procedures, policies, procedures, use of office equipment, call out procedures, and any other pertinent information the intern will need.

Be sure to formally announce the Intern's arrival and introduce them to the team they will be working with. Also outline the roles, responsibilities and expectations of the intern and staff to ensure all parties are aware of their duties.

2. **RESOURCES.** Ensure the intern has a designated workspace. Do not put them in a hallway or transfer them from desk to desk. Their computer access, phone, access cards, keys, and office supplies should be ready upon their arrival.
3. **ORIENTATION.** Agency/Department Orientation should be conducted immediately to ensure they are comfortable in their new space. Give them a tour of the facility and introduce them to co-workers.

Making them feel welcome and comfortable in the office is the first step to making their experience a positive one. Complete any remaining paperwork associated with onboarding a new hire. (Ex. *I-9, W-4, Direct Deposit*, etc.)

4. **TRAINING.** Every new employee will be assigned required training and policy review via the Delaware Learning Center. Required training includes DTI's Security Awareness and the Respectful Workplace course. Work with Agency DHR to ensure all required trainings are properly assigned to the candidate and prepare a schedule to complete if necessary.
5. **CONDUCT & PERFORMANCE.** All students offered an internship with the State of Delaware, whether paid or unpaid, understands they are required to comply with the [State Employee Code of Conduct](#).

Interns are "at will" employees and the employment relationship may be terminated by either party at any time without cause or prior notice.

Hiring Managers should address performance issues, and unacceptable conduct by consulting with Agency HR.

6. COMPLETION OF INTERNSHIP

- Upon completion of the internship, the Hiring Manager should contact Agency HR and DHRTA.

- The Intern and Manager will be given the final evaluation forms to complete and return to DHRTA within 7 days of program's end.
- ***Certificate of Completion*** will be sent to the Intern to acknowledge their work and achievement, once DHR Talent Acquisition receives their ***State Internship Exit Survey***.

REFERENCE DOCUMENTS

1. State Internship Program Agreement Form
2. State Internship Appointment Letter Template (Paid/Unpaid)
3. State Internship Agenda Time Sheet
4. State Internship Evaluation
5. State Internship Exit Survey
6. Certificate of Completion

FREQUENTLY ASKED QUESTIONS (FAQ'S)

1. What is the purpose of the Internship Program?

The purpose of this initiative is to introduce college students to State government while providing students with invaluable work experience as they prepare for their professional careers. Internships are an opportunity for the State to build positive long-term relationships with college students as a way to attract them to full time opportunities when they graduate.

2. Why utilize interns?

As the state looks to the future, the skills needed in its workforce will continually grow and change. The State's workforce must have the critical skills needed to meet changing business needs. The workforce is aging, and the available supply of skilled labor is expected to drop significantly over the next decade. A successful recruitment strategy should include internships to create talent pipelines. Internships should be a critical part in each agency's recruitment plan as these programs are a key component in achieving successful recruitment outcomes, establishing consistent applicant pipelines, and play a major part in achieving the organization's diversity initiatives.

3. How long is Internship assignment?

Per [Delaware Code](#), an internship should last now longer than nine months.

4. How do I find an intern?

Contact your Agency's Human Resources Department to complete the *State Internship Program Agreement Form*. DHRTA will work with you to post the job at various schools and collect resumes for your review. Agency DHR will provide the appropriate forms and process guides necessary to successfully onboard the Intern. If you know a student that is looking for an internship you do not have to post. Just work with your Agency DHR to onboard the intern.

5. Can I request more than one Intern?

Yes!! Interns are a valuable resource, and you can host as many as you can fund. We encourage you to request at least one a year, if not more.

6. How many hours a day should the Intern work?

The Intern can work up to 29.5 hours a week as a Casual/Seasonal. The hours day can be worked out with the intern and manager but should not exceed 7.5 hours a day. Flexibility with hours is advised as the student is enrolled in a degree program.

7. Can Interns request time off?

Yes, you need to be flexible with the interns if they need time off for appointments or sickness. If they are missing too much time, consult with Agency DHR at your agency for advice.

8. Are the interns paid, and what should I pay the intern?

Intern assignments should be paid by utilizing budgeted positions that are classified as “Casual/Seasonal” employment opportunities. The amount is variable, as it will depend on the intern’s qualifications and the position. Please consult with Agency DHR for more information on pay.

9. Is job placement guaranteed at the conclusion of the program?

No. However, if candidates meet the requirements for an available position within the department, they should be encouraged to apply to the open job.

10. How do I find out more about hosting internships?

Contact jobs@delaware.gov to speak to the DHRTA Internship Program Coordinator.

11. What if the performance and/or attendance of the Intern is not acceptable?

If the Intern is not working at the level of performance and/or attendance standards that you need, contact the DHRTA Internship Program Coordinator so that they can determine next steps.