



PROGRAM GUIDELINES

These guidelines were developed to ensure that the Lone Star Internship Program maintains a high level of intern and employer satisfaction.

PROJECT DEVELOPMENT

Projects should be as specific as possible. You should be able to explain to the intern and TACDC the intended outcomes of the project, including impact on the organization and/or community. Also, the intern should not be involved in too many large projects. While full-time employees juggle many projects at once, the internship has only ten to twelve weeks and it is unrealistic to expect the intern to begin and complete many projects during that time. We recommend limiting the intern to two or three large projects, depending on the time involvement. During the first week of the internship, the intern and organization will draft a **Scope of Work (SOW)**, which delineates the parameters of the projects.

SCOPE OF WORK (SOW)

The scope of work outlines the objectives of the project, deliverables and progress schedule. Work with the intern to identify the project, the steps to complete the project, and expected timing in as much detail as possible to ensure that the work plan is clear and the project timeline is reasonable. This also helps identify information the intern may need to gather that may have a long lead time. Both the intern and the employer should sign-off on the scope of work to indicate agreement on the project expectations.

PROGRESS UPDATE MEETINGS

Be sure to schedule weekly or bi-weekly progress meetings with the intern to verify that the project is on track. Create the schedule for these meetings at the beginning of the summer to maximize the likelihood that they will actually take place. These meetings are also an opportunity to make adjustments to the scope of work.

MENTOR

TACDC strongly recommends that each organization appoint a mentor for the intern. **The supervisor should not be the designated mentor.** The mentor could be another staff member, board member, community leader or someone from a partner organization. The mentor should meet with the intern every two weeks. A mentor should give the intern some insight on the local community, possible career developments in the field and/or trends in the field.

SITE VISITS

While the Lone Star Program Manager cannot visit every site, some organizations will have a site visit. This will be an opportunity for the Program Manager to learn more about your organization, how the intern is doing and what types of projects your organization will work on in the future. Site visits will also provide information to be used in marketing the program to other funders and students.

EVALUATIONS

Final Evaluation

A Final Evaluation Form will be provided to both the Host Site and the Intern. The Final Evaluation will be due at the end of the internship. Please submit the Evaluations prior to the Interns departure. The evaluation is intended to give TACDC an opportunity to check with the employers and interns about the progress of the internship project. It is an opportunity to assess how well the program is meeting your as well as our expectations.





INTERN STIPEND

TACDC will NOT Reimburse each organization for the student's summer stipend in 2010. This is due to the funding cutbacks experienced by all. For this reason, TACDC recommends that the host organization contribute the full Intern Stipend. That recommended total stipend is \$4,800 for a graduate intern (400 hours @ \$12/hr) and \$4,000 (400 hours @ \$10/hr) for an undergraduate intern. We recommend that interns be paid on a bi-weekly basis, if possible; however check with your financial department to determine which is the best arrangement to pay your student intern. Proof must be submitted with your evaluations, including copies of the intern's paycheck(s) or pay log. Please plan your pay-periods and payroll amounts accordingly, and let the intern know of the pay schedule during your interview.

HELPFUL SUGGESTIONS FOR MANAGING AN INTERN

Thank you for participating in the Lone Star CED Internship Program sponsored by the Texas Association of Community Development Corporations.

We have created this document to help you manage an intern. These tips are based on information gathered by an Internship Program run by the National Congress for Community Economic Development (NCCED), our national counterpart. The input collected is from past employers and interns and may vary in their applicability to your organization. This guide offers information and advice on:

- Pre-internship planning
- First week of internship
- During the internship
- End of internship/wrapping up

Italicized statements in this guide are from previous intern employers who answered the following questions: Knowing what you do now, what would you have done differently in hiring and managing an intern and what suggestions do you have for new intern employers? Following each italicized statement are recommendations for addressing the challenges presented.

PRE-INTERNSHIP PLANNING

The pre-internship planning is the part of the internship that is most often overlooked. Investing time before the intern starts will more than pay off in getting the intern up to speed quickly, to work independently, and complete the projects on which you have both agreed.

The duties and responsibilities of the intern should be clearly defined prior to hiring. Talk to the intern about his/her objectives for the summer. There are specific career reasons why they took this internship and you should try to make sure you address them. At the same time, you want to make sure the intern's objectives coincide with your objectives for work that needs to be done. We recommend that you put down in writing exactly what project the intern will be working on, so that you and the intern are clear about expectations.

I would have provided more information at the start that would offer background for our intern's work. Specifically, I would have told the intern how she/he fit into the overall organizational strategy and mission.

To be most effective, the intern will want to understand as much about your organization as possible. Plan the intern's first week as best as you can. Thinking about who the intern should talk to within and outside the organization, what materials they should read, and anything else they should know; you'll bring them up to speed quickly and provide structure for their first week's work. Remember, you can send information to the students before the internship starts.

I would have given more thought to who the designated mentor should be.

Interns will definitely learn from their supervisor, but having a designated mentor gives them an opportunity to learn and interact closely with another staff member or someone outside the organization to discuss issues in the field, as well as career opportunities.

I would have had a better work area set up.

Let everyone in your organization know that an intern is coming, and set up space for them. Think about where they will sit and what resources they will need to do a good job; this will almost certainly require a computer and a phone.





A higher level of involvement from staff would have made our intern's summer more rewarding.

In most cases, this comment referred to the intern not being involved in regular staff activities, such as staff meetings and/or presentations. Integrating the intern into the organization can sometimes be a challenge. The mentor can play a critical role here, whether it is another staff member or community resident, in helping the intern understand the history and perspective of your organization.

FIRST WEEK OF INTERNSHIP

We suggest that employers plan to spend sufficient time at the start of the internship to ensure that the scope, goals, and procedures for the project are clear. Be prepared to invest some time during this first week clarifying expectations. Time invested in the beginning means less time spent down the road. TACDC suggests that the intern and employer turn in an agreed upon **Scope of Work** outlining objectives, deliverables, and progress schedule. The scope of work is due during the intern's first week of work. Work with the intern to develop their week work plan for the summer. If possible, set periodic (weekly) milestones or goals for the interns to achieve. By setting goals and having regular meetings, you and the intern will be clear about whether the goals of the project are being met, and can adjust expectations if needed. Also discuss your own work/management style with the intern - they are only there for the summer and don't have time to figure out the way in which you do things.

Introduce the intern to as many people in the organization as possible. Either make introductions yourself or give the intern a list of people to call and meet. Also make it clear who the intern should report to, especially if there are different people for different projects.

DURING THE INTERNSHIP

I should have provided a little more oversight and reviewed work in progress more often.

Meet at scheduled intervals whether weekly or as appropriate to the project to make sure that it is on track.

Try to integrate the intern into as much of what you do as possible. This might mean inviting them to meetings even if they don't directly relate to their project, introducing them to people, passing on information. This will indirectly benefit the intern's project by making them more aware of the inner workings of your organizations and the field.

END OF INTERNSHIP

Schedule an exit interview. This is a valuable opportunity for you to give feedback to the intern, and also to allow them to give you feedback about their experience and offer any suggestions they may have about your organization.

Complete the employer evaluation while everything is fresh in your mind. Suggestions from other CDC employers have enabled us to create this document. We will consider input from employers and interns very carefully as we develop each year's program, so your thoughts and ideas are very valuable to us.

Good luck with your intern. We are pleased that you are participating in our program this year and look forward to working with you over these next months. If you have any questions about the internship program please call TACDC at 512-916-0508.





COMMUNITY DEVELOPMENT INTERNSHIP MENTORS

Because many educational institutions have yet to recognize the growing opportunities that exist in our field, it is essential that current community development leaders mentor the next generation of practitioners. Only through this type of commitment can we be assured of a continuing flow of skilled and passionate practitioners entering this field. Your support and active participation is critical as the Interns contemplate their career aspirations and commitment to the field of community development.

OBJECTIVES

- To teach and advise Interns about the field of community development.
- To connect the Intern with professionals and/or community leaders who have experience in community development.

ROLE OF A COMMUNITY DEVELOPMENT INTERNSHIP PROGRAM MENTOR

- You should be prepared to discuss the field of community development with the Intern, the history of the neighborhood/community organization efforts and, where possible, offer advice about careers in the field.

MENTORS ARE EXPECTED TO:

- Contact the Intern at least three (3) times over the course of the internship. Share your insights and experiences about working in the field of community economic development. Talk about how you see our field growing and changing. **Please try to return your mentees' telephone calls and E-mail messages promptly!**
- Invite them to visit your place of business to discuss community development in general and specifically the neighborhood or community.