

PATHWAY TO PUBLIC SERVICE

Clackamas County Leadership Academy

Final Report



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October 2016

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EXECUTIVE SUMMARY

Clackamas County is expecting reductions in its workforce due to retirements over the next 5 to 10 years. As a result, the County needs to recruit and develop new hires as the current workforce nears retirement. An internship program constitutes just one element of a successful future workforce development plan, because successful interns have the potential become successful employees. An internship program provides multiple benefits to students, the County, and the community.

The Pathway to Public Service Leadership Academy Team has examined existing internship programs within Clackamas County, reviewed other organizations' internship programs, and researched best practices. In addition, a panel discussion regarding internships was held for County management, and stakeholder interviews conducted to determine what issues need to be addressed to boost our capacity to provide internships that are meaningful to all parties. Our Team discovered a high demand for internships by students and higher educational institutions and an opportunity for the County to take a larger role in providing them. The panel discussion also revealed the tremendous benefits accrued to the County by hosting interns, despite the time it takes to do so. There is a high variability in the use of interns by County departments. While some departments have well defined programs and host interns regularly, others have no program at all. There are also concerns by some managers that they do not know what rules to follow and do not have the time to find out. It became clear that resources are needed for departments that have not hosted interns, so that they too can experience the benefits of internships.

Our Team created an Internships Manual to guide managers interested in hosting interns, and to highlight considerations in human resources, risk

management, and labor relations issues. Our Team also oversaw creation of a video for use to both encourage managers to host interns and recruit potential interns to Clackamas County.

Recommendations



It is suggested that Clackamas County formalize a County-wide internship program for consistency in applying Human Resources, Risk Management, and Union criteria. The program should document and enhance current practices and allow departments with existing successful programs to continue.

1. *Clackamas County should review, modify as necessary, approve, and use the Internship Manual for departments that do not already have a process for internships. The Manual should be reviewed by the experts to ensure concerns have been addressed regarding insurance coverage, legal requirements, and union issues. Review by Labor & Employee Relations within DES is recommended.*
2. *Develop web materials and a centralized internships website.*
 - a. *Departments should provide department summaries and descriptions of internships to post online.*
 - b. *Internship applications should be available online and include an electronic application process.*

- c. The internship website should include a condensed version of the video produced by Public and Government Affairs for the Leadership Academy project team.*
- 3. A full time County Internship Coordinator is recommended. If this is not feasible, an alternative is to host an intern to get the program and website established. Once there is a streamlined process for posting information on our website, forms are in place, and contacts are made, staff in each department could be assigned to participate in fairs and an administrative assistant could be assigned to maintain the website, forms, and contacts. Responsibilities for a coordinator include:*
 - a. Outreach to higher educational institutions to engage and recruit quality interns (Internship and Job fairs, speaking opportunities, etc.)*
 - b. Monitor internship practices within county depts. for consistency with Human Resources/Risk Management/Union criteria*
 - c. Maintain contact lists for both county department contacts and higher educational institution contacts*
 - d. Facilitate the hosting/hiring process by assisting managers and interns with application forms, scheduling interviews, new hire and placement paperwork, etc.*
 - e. Respond to requests from students and requests from managers to answer questions and make connections, making sure not to leave any requests or questions unanswered.*
 - f. Post internship openings on the County's internships web page, making sure postings are current and making the application process electronic.*
 - g. Provide information about departments on the same website to give potential applicants background information about what working there might entail.*
 - h. Check in with interns and managers to keep things running smoothly.*
 - i. Conduct exit interviews.*
 - j. Conduct periodic evaluation of the program and make improvements as necessary.*

4. *Create an intern handbook to help new interns quickly and successfully make the transition to Clackamas County government.*
5. *Management should be thoughtful about who they assign to "supervise" or "mentor" interns to ensure employees are selected who want to be involved, have time in their work schedules to do a good job, and are an appropriate choice to oversee the intern's work.*
6. *The internship program should include an evaluation process to evaluate/improve over time.*

It is also suggested that the internship program should be part of a larger comprehensive youth engagement strategy to inform youth about and engage them in county services. Other elements that the strategy might include are a youth council, a speakers' bureau of staff to visit schools at various levels, field trips to county facilities/projects for students, advertising service opportunities to students, and other activities targeted at youth. Establishing programs that engage youth early on will help them to understand County services and create more likelihood that they will remain in the County and contribute either as interns, employees, or otherwise engaged citizens in the future.

1. INTRODUCTION



The need for a qualified, future workforce at Clackamas County is well known. An internship program is one element of a successful future workforce development plan. Currently, some county departments host interns and some do not. Some managers don't know where to start or think it will be too time-consuming to host an intern. They are concerned that hosting an intern may conflict with labor laws, risk management procedures, or labor relations, so don't see internships as a viable option. It is clear that managers need resources to get started and to feel comfortable that they are following correct procedures in hosting interns.

This project is to create an internship process and instruction manual that managers can follow to make hosting interns as easy as possible for them, while still addressing human resources, risk management, and labor relations concerns.

2. METHODS

We began by writing a project charter and developing a project management plan (Appendix A). At first, we considered whether our project would be to develop an internship program or to more broadly define a youth engagement strategy for the County. After a few stakeholder interviews, we chose the Internship Project because we saw an immediate need for it and because we thought it would be most useful.



Juvenile Dept. Interns

Our Team interviewed stakeholders within and external to the County, and understand their needs so as to ensure that the product we developed was useful. Some departments already have processes that are working for them and we don't want to get in their way. The approach was to learn from those who have been successful and provide tools to encourage more departments to utilize interns by making the process straightforward and illustrating the benefits to managers. We also wanted to understand the limitations of working with interns and ensure that procedures follow legal requirements with regard to risk management and human resources issues. We conducted interviews with the following representatives:

List of Stakeholders Interviewed

Clackamas County

Evelyn Minor-Lawrence, Director,
Employee Services

Dwayne Kroening, Manager, Risk
Management

Lori Bell, Internship Coordinator,
Juvenile Dept.

Laurel Butman, Deputy County
Administrator

Emmett Wheatfall, Assistant
County Administrator

Dave Cummings, Director and
Dave Devore, Assistant Director,
Technology Services

McKenna Stephens, current
staff/past intern, Technology
Services

Colleges and universities

Kara Leonard, Cooperative Work
Experience Coordinator,
Clackamas Community College

Jeanne Ellis, Internship
Coordinator, Portland State
University

George Beard, Hatfield Fellowship
Program lead, Portland State
University

The interview questions we used to guide our discussions are included in Appendix B.

We also held a panel discussion among managers who have hosted interns, as well as current and former interns, to solicit input for the manual and to share information among departments about what makes a successful internship and lessons learned. The following staff presented information at the Internship Panel Discussion:

- *Lori Bell, Juvenile Dept.-Volunteer & Internships Coordinator*
- *George Marlton, Procurement Division Director*
- *David Davis, Procurement Division intern*

- *Chandra Emery, Resolution Services-Mediation & Conciliation Specialist*
- *Nancy Bush, Disaster Services Director*
- *Dave Devore, Technology Services Assistant Director*
- *McKenna Stephens, Technology Services staff and past intern*

Approximately 18 managers from a variety of departments attended the presentation. A sign in sheet is in Appendix C.

We also conducted research online and solicited other organizations' internship materials to review. Some of the organizations we researched online include:



- *NACE-National Association of Colleges and Employers*
- *Internships.com –internship resources and online internship/employer matching service provided by Chegg, Inc.*
- *Clackamas Community College Cooperative Work Experience materials*
- *Portland State University Advising & Career Services materials*
- *National Academy Foundation Implementing an Advisory Board Internship Program*

Other organizations whose materials we reviewed include:

- *DUKE Engage (Duke University internship program)*
- *King County, Washington*
- *Multnomah County*

- *Clackamas County department materials from Resolution Services*
- *University of Utah internship materials*
- *Marine Advanced Technology Education Center internship materials*
- *State of Vermont Executive Branch Supervisor's Handbook*
- *Brigham Young University Office of Internships*

In addition, we had offline discussions and fielded questions from other county staff who heard about our project. These discussions brought additional issues and concerns to our attention.

Finally, we selected the best guidance and samples of forms to put together into a comprehensive Internship Manual for Clackamas County. We invited five of our stakeholders to review the manual and revised it based on their feedback. Those reviewers were:

- *Laurel Butman, County Administration*
- *Emmett Wheatfall, County Administration*
- *Evelyn Minor-Lawrence, Department of Employee Services*
- *Dwayne Kroening, Risk Management*
- *Lori Bell, Juvenile Dept.*

3. FINDINGS

Internships are an important part of a successful workforce development plan and provide numerous benefits to the County institution, County staff, and the interns. Clackamas County managers have expressed a high level of interest in this project.



Panel members indicated many benefits of hosting interns, including:

- *Interns tend to be highly motivated*
- *Interns bring fresh perspectives*
- *Internships are flexible and cost effective in that there is no long-term commitment to hiring*
- *They infuse enthusiasm and energy into the work group*
- *Many departments have successfully recruited new employees this way already*
- *A chance to train them in our own way*
- *Allow managers to complete projects they have had on the "back burner" and would not otherwise have completed*
- *Staff feels like they make a difference in the student's careers by contributing their expertise*
- *"Supervising" an intern gives staff a professional development opportunity to learn and exercise leadership skills*
- *Internships connect us to the community by infusing local college students into Clackamas County. By including county residents in the work we do we're able to demonstrate the impact of county workers, directly explain processes and procedures and gain valuable input from interns.*

Our research indicates that there is high demand by students and colleges for internships, and not enough being offered to fill that need.

Clackamas County has the opportunity to take advantage of this demand, to recruit top students to intern with us and have the first choice at hiring the best future employees.

We also found that some of the hesitation in hosting interns comes from concerns that have been raised regarding insurance coverage, legal requirements, and union issues. We have tried to address these concerns in the manual. However, further review by Labor Relations and/or County Counsel is suggested.

4.

RECOMMENDATIONS

The Pathway to Public Service Leadership Academy Team recommends the following:

Clackamas County should formalize a County-wide internship program for consistency in applying Human Resources, Risk Management, and Labor Relations criteria. The program should be flexible to allow departments with existing successful programs to continue. The Department of Employee Services is the most logical place to house this program.

1. *Clackamas County should review, modify as necessary, approve, and use the Internships Manual for departments that do not already have a process for internships that is working well. The Manual should be reviewed by the experts to ensure concerns have been addressed regarding insurance coverage, legal requirements, and union issues. Review by Labor & Employee Relations within DES is recommended.*



2. *Develop web materials and a centralized internships website.*
 - a. *Departments should provide department summaries and descriptions of typical internships to post online. Summaries in the Employee Handbook (online at*

<http://www.clackamas.us/des/documents/ehb.pdf> can be a good starting point.

- b. Internship applications should be available online and the application process should be digital.*
- c. The internship website should include condensed version of the video produced by Public and Government Affairs for the Leadership Academy project team.*
- d. The website should include quotes from satisfied interns and supervisors/managers.*



3. A full time Internship Coordinator is needed for the County. If this is not feasible, an alternative is to host an intern to get the program and website established; a graduate student working toward an advanced HR degree is ideal. Once there is a streamlined process for posting information on our website, forms are in place, and contacts are made, staff in each department could be assigned to participate in fairs and an administrative assistant could be assigned to maintain the website, forms, and contacts. Responsibilities for a coordinator include:

- a. Outreach to higher educational institutions to engage and recruit quality interns (Internship and Job fairs, speaking opportunities, etc.)*
- b. Monitor internship practices within county depts. for consistency with Human Resources/Risk Management/Union criteria*

- c. Maintain contact lists for both county department contacts and higher educational institution contacts*
 - d. Facilitate the hosting/hiring process by assisting managers and interns with application forms, scheduling interviews, new hire paperwork, etc.*
 - e. Respond to requests from students and requests from managers to answer questions and make connections, making sure not to leave any requests or questions open and hanging.*
 - f. Post internship openings on the County's internships web page, making sure postings are current and making the application process electronic.*
 - g. Provide information about departments on the same website to give potential applicants background information about what working there might entail.*
 - h. Check in with interns and managers to keep things running smoothly.*
 - i. Conduct exit interviews.*
 - j. Conduct periodic evaluation of the program and make improvements as necessary.*
- 4. Create an intern handbook to help new interns quickly and successfully make the transition to Clackamas County government.*
 - 5. Management should be thoughtful about who they assign to "supervise" or "mentor" interns to ensure employees are selected who want to be involved, have time in their work schedules to do a good job, and are an appropriate choice to oversee the intern's work.*
 - 6. Consider hosting a cohort of interns or fellows together at the same time. The Hatfield Fellowship Program recruits top graduate students from across the country and is interested in making a proposal to the County to provide a cohort of fellows; contact George Beard if interested.*

6. *The internship program should include an evaluation process to evaluate/improve over time.*



7. *It is suggested that the internship program be part of a larger comprehensive youth engagement strategy to inform youth about and engage them in county services. Other elements that the strategy might include are a youth council, a speakers' bureau of staff to visit schools at various levels, field trips to county facilities/projects for students, advertising service opportunities to students, and other activities targeted at youth. Establishing programs that engage youth early on will help them to understand County services and create more likelihood that they will remain in the County and contribute either as interns, employees, or otherwise productive citizens in the future.*

These small investments in resources will reap huge benefits for Clackamas County in the future!

5. FUTURE CONSIDER- ATIONS



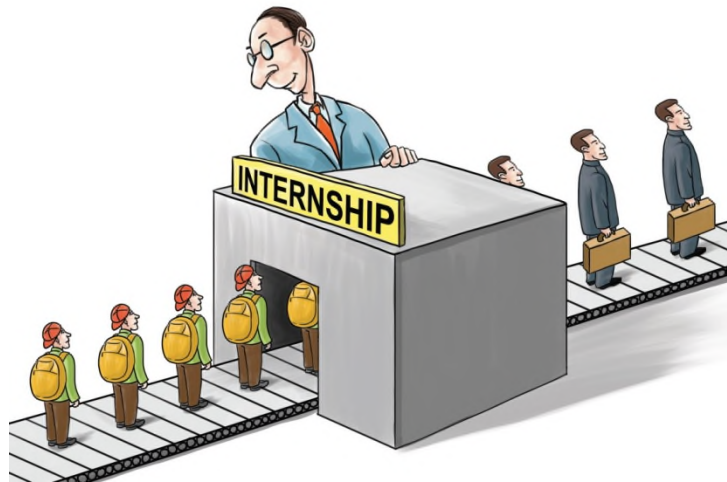
The initial issue posed to our team was quite broad. In addition to leveraging existing internship programs and promoting professional internships, goals included: providing leadership opportunities to young adults, engaging and educating youth on the various services the County provides, and creating a plan to support a new *Youth Advisory Council*.

The creation of the Internship Manual and the consolidation of practical information, clear processes and procedures, and best practices is a giant step toward demystifying internships for management while creating unique learning opportunities to engage youth in County service. But there is more to be done! Ideas include:

- *Partner with the Youth Advisory Council which serves to get youth and students involved in government; promote youth events and provide opportunities for youth to shadow County elected officials or department directors.*
- *Outreach and education in County high schools to provide insight into County government, services and employment; host job fairs and mock interviews.*
- *Brand Clackamas County as an employer of choice to the future workforce; make local government cool again!*

6. CONCLUSION

When our team took on this project, our main goal was to have a tangible, useful product as an end result. The Internship Manual will serve as a valuable resource for management to guide them through the complexities of hiring interns. Through this project, we've learned what many County departments already know, that the benefits of hosting interns far outweigh the time and cost.



7. THANK YOU/ ACKNOWLEDGEMENTS

The Pathway to Public Service Project Team would like to thank and recognize those who contributed to this project in so many ways. From sharing wisdom and knowledge to direct feedback and support, this truly was a collaborative effort on the part of many and your efforts are sincerely appreciated!

<u>Leadership Academy Coordinators</u> Jeri Oswalt & Erin Knapp Employee Services	<u>Project Sponsor:</u> Lori Bell Juvenile Internship and Volunteer Coordinator	<u>Project Champion:</u> Laurel Butman Deputy County Administrator
<u>County, College, and University Stakeholders:</u> <div> <div> Emmett Wheatfall Assistant County Administrator </div> <div> Kara Leonard CCC Student Support and Career Coordinator </div> </div> <div> <div> Gary Schmidt Public and Government Affairs Director </div> <div> Jeanne Ellis PSU Internship Coordinator </div> </div> <div> <div> Dwayne Kroening Risk Manager </div> <div> George Beard PSU Fellowship Program Manager </div> </div> <div> Evelyn Minor-Lawrence Employee Services Director </div>		
<u>Panel Discussion Participants:</u> <div> <div> George Marlton Finance </div> <div> Nancy Bush Disaster Management </div> </div> <div> <div> Lori Bell Juvenile </div> <div> Dave Devore Technology Service </div> </div> <div> <div> David Davis Finance Intern </div> <div> Chandra Emery Resolution Services </div> </div> <div> McKenna Stephens TS and previous TS Intern </div>		
<u>Video Team and Participants:</u> <div> <div> Darren Aevertmann Videographer </div> <div> Garrett Teague PGA Video Project Coordinator </div> </div> <div> <div> Laurel Butman Deputy County Administrator </div> <div> Dave Devore Technology Services </div> </div> <div> <div> Dave Cummings Technology Services </div> <div> McKenna Stephens Technology Services </div> </div> <div> <div> Jordan Deines Juvenile Intern </div> <div> David Davis Finance Intern </div> </div> <div> Lacey Matney Sortman Business and Community Services Intern </div>		

APPENDICES

APPENDIX A PROJECT CHARTER AND PROJECT MANAGEMENT PLAN



Project Charter Document

Project Name: Pathway to Public Service

Department: Leadership Academy

Focus Area: Internships

Product/Process: Centralized Internship Process

Prepared By

Document Owner(s)	Project/Organization Role
Gail Shaloum	Final Report
Sara Jasmin	Video

Heather Pedersen	Manual
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Project Charter Version Control

Version	Date	Author	Change Description
1	7/21/16	[Gail]	Document created
2	8/4/16	[Gail]	<ul style="list-style-type: none"> Added info under more sections

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1. PROJECT CHARTER PURPOSE

The project charter defines the scope, objectives, and overall approach for the work to be completed. It is a critical element for initiating, planning, executing, controlling, and assessing the project. It should be the single point of reference on the project for project goals and objectives, scope, organization, estimates, and work plan. In addition, it serves as a contract between the Project Team and the Project Sponsors, stating what will be delivered according to the time constraints, risks, resources, and standards agreed upon for the project.

2. PROJECT EXECUTIVE SUMMARY

This Leadership Academy project is to create a centralized internship program with instruction manual for Clackamas County departments to use. The project will create an internship process to serve and benefit both students and the County. It will benefit students by providing them valuable learning experiences, contacts, and possible future employment opportunities. It will benefit the County by informing students about our services and issues, and creating a pathway for potential future employees.

- Project goals- Make Clackamas County the employer of choice for students in their future careers and develop an excellent future workforce for the County.
- Objectives
 - Create a centralized internship program to engage students in Clackamas County government.

- Create consistent procedures and processes that are easy and efficient for departments to use and also meet Risk Management and Human Resources criteria. Ensure procedures are flexible enough for individual departments to customize or use existing resources if those are working well already.
 - Attract more interns to Clackamas County to develop their skills and provide efficient service to County departments.
 - Increase enthusiasm for and visibility of internships by students and departments to attract the “best and brightest” students and to increase student participation in interesting, innovative programs and projects.
- Scope—See Gannt Chart.
- Assumptions-Project team assumes that the project will appeal to County Leadership and elected officials.
- Risks- Students could get injured during an internship; managers could mis-categorize interns who actually fill the role of temp or contractor; conflicts with union issues could arise; managers could wind up spending so much time supervising intern that it is not worth their while.
- Costs – costs include both staff time and funding to pay interns when required. Project team envisions staff time from a mid-level administrative assistant to run the program along with input from a senior manager, the human resources department, and web posting staff. Minor costs for copying and printing of collateral, application forms, and other documentation. Costs to pay interns would vary and be determined by departments in consultation with human resources.
- Timeline-Project can begin immediately following approval of the Internship Instruction Manual and proceed indefinitely into the future.
- Approach- Our approach is to interview stakeholders within and external to the county, and understand their needs so we ensure that the product we develop is useful. Some

departments already have processes that are working for them and we don't want to get in their way. The approach is to learn from those who have been successful and provide tools to encourage more departments to utilize interns by making the process straightforward and by illustrating the benefits to managers. We also must understand the limitations of working with interns and ensure the procedures follow legal requirements with regard to risk management and human resources issues.

- Organization - The Leadership Academy team will create an Internships Instruction Manual, due in October 2016. At that point, the project will be handed over to the appropriate dept with resources to carry it out, likely the Department of Employee Services.
-

3. PROJECT OVERVIEW

Clackamas County faces tremendous shortages in its workforce in the near future. This project is intended to be one step in helping to plan for a future workforce at the County. Students who serve internships will be educated about the services that Clackamas County provides, be trained in a county department, have an opportunity to network with professionals in their field of interest, and obtain valuable work experience helping prepare them for a future career. By attracting students to serve internships, the County will receive the services of the intern during the internship, begin to inform a future electorate, train potential future employees, and create a network of future qualified job applicants. The hope is that successful internships will turn into successful employees in the future.

4. PROJECT SCOPE

4.1 GOALS AND OBJECTIVES

Goals	Objectives
The project will provide a standardized system for recruiting, hiring, and managing the work of interns.	<ol style="list-style-type: none">1. Develop a draft policies & procedures manual by Sept 5.2. Develop a final policies & procedures manual by Oct 5.
Provide materials for internship website so it is a useful tool for both County depts. and prospective interns.	<ol style="list-style-type: none">1. Provide links to depts' internship programs2. Provide intern position descriptions3. Provide process for posting internship openings

4.2 DEPARTMENTAL STATEMENTS OF WORK (SOW)— SEE GANNT CHART

Departmental SOW	Owner/Prime	Due Date/Sequence
I.d. current internships	Sara	8/1/16
FAQs	Heather	
B/G research-colleges & universities	Gail	
B/G research-other jurisdictions (Mult Co, COP)	Gail, others	
Stakeholder interviews	All	Complete by 8/12

Definitions & rules	Heather	
Best practices	Gail	
Work w/PGA to produce a video	Sara	

4.3 ORGANIZATIONAL IMPACTS

Organization	Impact to and Participation of Organization
County depts.	Educated electorate, trained potential future employees
Students	Training, exposure to workplace, contacts, potential future employment
Institutes of higher education	Ties to Clackamas County, providing valuable experiences for students while spreading the word about the County

4.4 PROJECT DELIVERABLES

Milestone	Deliverable
I.d. current internships	<ul style="list-style-type: none"> • Contact depts. with current interns to inquire what positions they currently have filled. • Update and add to table of current internships from Juvenile dept. •
FAQs	<ul style="list-style-type: none"> • Develop questions • Develop answers • Compile into an FAQ format
B/G research-colleges & universities	<ul style="list-style-type: none"> • Web research/reading • Contact CCC and PSU for further info • Compile findings
B/G research-other jurisdictions (Mult Co, COP)	<ul style="list-style-type: none"> • Web research/reading • Contact Mult Co and City of Portland

	<ul style="list-style-type: none"> • Compile findings
Stakeholder interviews	<ul style="list-style-type: none"> • Complete interviews • Summarize results
Definitions & rules	<ul style="list-style-type: none"> • Define intern, how an intern differs from temp or contract employee • Determine through interview with Risk Mgmt what activities interns can/can't do, whether paid or not, other limitations. • Determine through consultation with DES and someone knowledgeable about unions what restrictions might apply, if any.
Best practices	<ul style="list-style-type: none"> • From background research, develop list
Sample templates	<ul style="list-style-type: none"> • Application forms, step-by-step procedures for managers, minimum that must be done to cover all the rules. • Determine recommended onboarding and orientation process (online training modules?)
Web posting process	<ul style="list-style-type: none"> • Develop blurb from each dept describing careers to interested students • Have depts. review blurbs, finalize
Instruction Manual review draft	<ul style="list-style-type: none"> • Compile results of previous tasks into a manual • Review by key stakeholders
Instruction Manual final	<ul style="list-style-type: none"> • Finalize based on comments
Leadership Academy Report	<ul style="list-style-type: none"> • See Scope of Work for preliminary TOC

4.5 DELIVERABLES OUT OF SCOPE

This project does not include actual website development or recruiting of interns.

4.6 PROJECT ESTIMATED COSTS & DURATION

Only staff time is required for this program, with some small expenses such as printing costs for collateral to help advertise the program. It is most likely that Department of Employee Services will administer the

program, with a mid-level administrative assistant providing approximately 0.25 FTE.

Project Milestone	Date Estimate	Deliverable(s) Included	Confidence Level
[Milestone 1]	[mm/dd/yy]	[Deliverable 1] [Deliverable 2]	[High/Medium/Low]
[Milestone 2]	[mm/dd/yy]	[Deliverable 1] [Deliverable 2]	[High/Medium/Low]

5. PROJECT CONDITIONS

5.1 PROJECT ASSUMPTIONS

- The project team is assuming that some internships will turn into some successful long term employee-employer relationships.
- Assuming depts. can adhere to HR, Risk management, and union criteria.

6. APPENDICES

6.1 PROJECT CHARTER DOCUMENT SECTIONS OMITTED

The project began moving along and we omitted the following sections:

6.2 Project Issues

6.3 Project Risks

6.4 Project Constraints

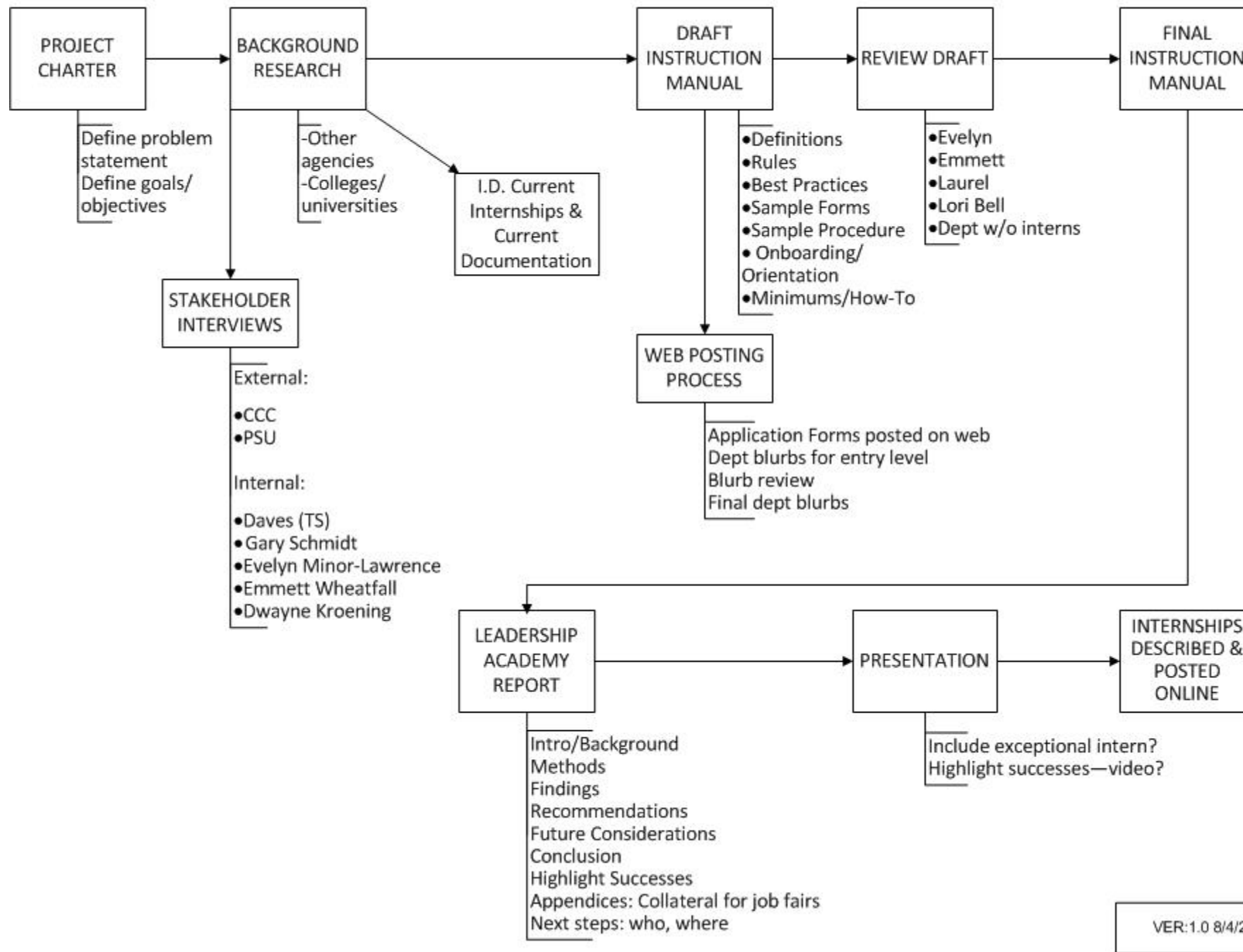
7. Project Structure Approach

8. Project Team Organization Plans

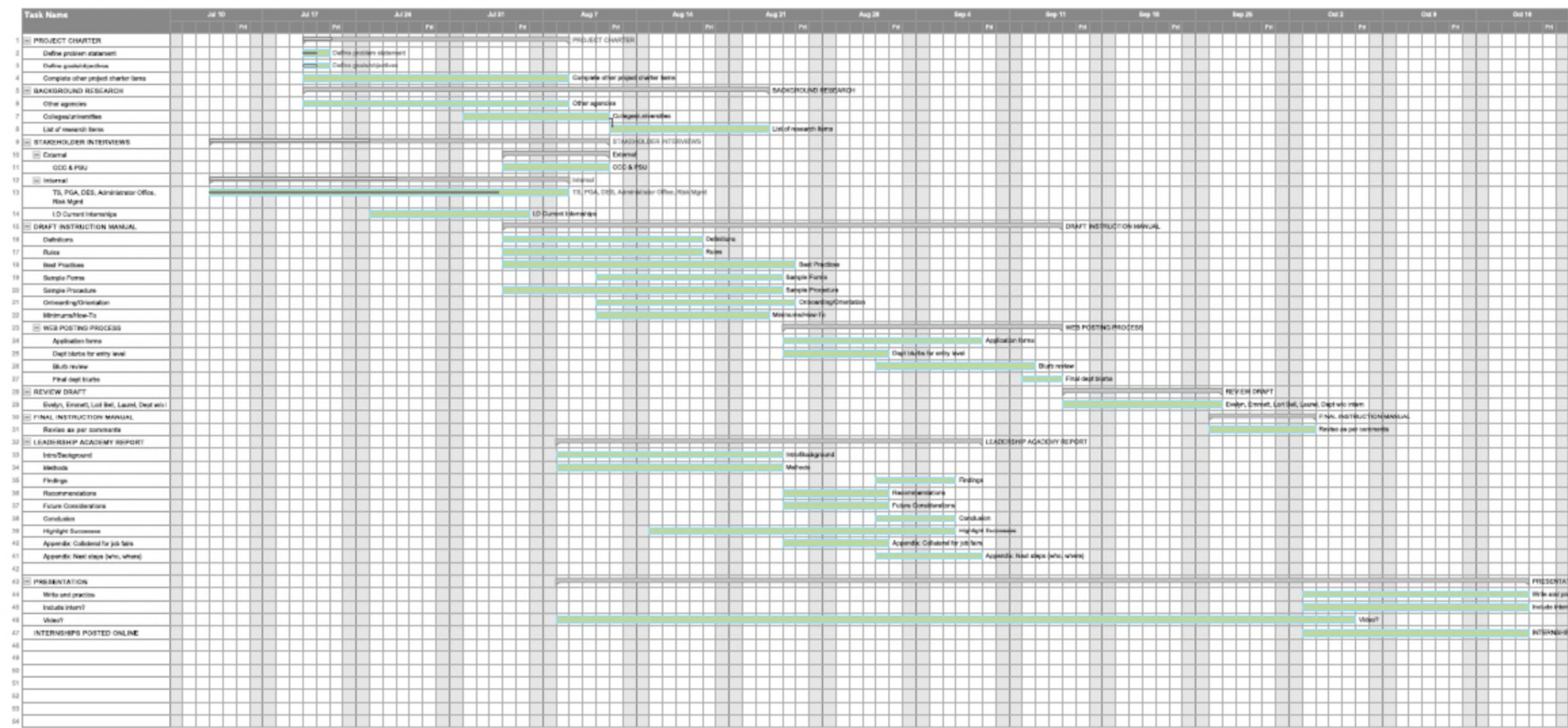
9. PROJECT REFERENCES

10. APPROVALS

SCOPE OF WORK: PATHWAY TO PUBLIC SERVICE (AKA THE INTERNSHIP PROJECT)



Pathway To Public Service-Scope of Work



APPENDIX B STAKEHOLDER INTERVIEW QUESTIONS

Internal Stakeholders

Introduction:

We have been tasked with a Leadership Academy project to engage youth in Clackamas County government in a way that helps to solve a piece of the workforce development puzzle. So far, we have heard that there is a need for a centralized internship program. We are starting to envision setting up an internship process that would serve and benefit both students and the County. It could benefit students by providing them valuable learning experiences, contacts, and possible future employment opportunities. It could benefit the County by informing young residents about our services and issues, and creating a pathway for potential future employees.

This is the direction we are heading, but our project is far from being set in stone. We would like feedback from you to help us make sure that the product we develop is as useful as possible to the County. Also, we have about 3 months and limited hours during that time to complete the project.

Interview questions:

- 1. Do you have general feedback to offer about the ideas you've heard so far?*
- 2. With regard to engaging youth and students, what are your department's objectives and/or problems? How would a County-wide internship program address those?*
- 3. Is there a different idea that you would find more useful? (Or how can we be the most useful, given our limited time?)*
- 4. Do you have suggestions for how to set up or implement an internship program? What would be on your wish list of must-haves and nice-to-haves? Do you know of other successful programs we should research?*
- 5. We have listed several stakeholders who ideally should be consulted, but we won't have time to reach out to all them. Are*

- there specific stakeholders you think we should be sure to get input from? (Juvenile Department, Other County departments, High schools-colleges-universities: students-teachers-administrators, DES, BCC, PGA) Any particular contacts you would like to share?*
6. *Once the leadership academy project is completed, who would you see carrying this forward?*

External Stakeholders—colleges and universities

Clackamas County is considering implementing a centralized internship program. Currently, some departments use interns and some don't; those that do each have their own processes and procedures. We'd like your help in understanding how your institution deals with internships, yours and your students' needs with regards to internships, and how the County could better partner with you for an improved internship program.

1. *What is your current process for finding and filling internships? What do you require of organizations offering internships?*
2. *What fields need internship hours to graduate? Which departments currently work to develop internships, which others might be interested, where are the needs?*
3. *What is the demand/need by students for internships?*
4. *What types of internships or aspects of internships appeal to your institution and students? (E.g., paid vs. unpaid, type of experience, location, work environment, etc.)*
5. *What are the best ways to connect with your institution and students to let you know about opportunities? (E.g., website, attend an event at your school or elsewhere, contact department chairs, etc.?)*
6. *Do you have any resources that would be useful to us, such as forms for applications-evaluations-descriptions of internship positions that managers could use as examples?*
7. *Do you provide insurance for students while working at an internship (paid or unpaid)?*

Can you share a list of contacts for managers to reach college depts. to design and recruit for an intern?

Join us for a **panel discussion & informational session** on
INTERNSHIPS at CLACKAMAS COUNTY

Internships for college students are one piece of the workforce planning puzzle. Come hear from **county departments with successful internship programs**, learn from their experiences, and find out how hosting an intern can benefit your department! Panelists, including both MANAGERS and INTERNS, will discuss:

- *What are the benefits of hosting an intern?*
- *How much staff/management time does it take?*
- *How do interns differ from temps or volunteers?*
- *Paid or unpaid?*
- *What internal resources are available?*
- *How do I get started?*

Plus: plenty of time for YOUR questions!

And preview the upcoming *INTERNSHIP INSTRUCTION MANUAL!*

WHEN: September 21st, 9 to 10 a.m.

WHERE: PSB Room 369A

RSVP and more information: Contact Gail Shaloum

gshaloum@clackamas.us X4597



This event sponsored by:
Pathway to Public Service,
a Leadership Academy
project.
Team members Sara
Jasmin, Heather
Pedersen, and Gail
Shaloum.

List of Attendees

Brent Taylor	Community Corrections
Emily Ketola	H3S
Jeannine Breshears	Tourism
Dwayne Kroening	Risk
Michael Trent	WES
Lynn Chicoine	WES
Lynn Longfellow	A&T
Tami Little	A&T
Kellie Lute	PGA
Brandi Pelham	DA
Elisa Crebs	Sheriff's Office
Shari Riedman	DES
Mike Bezner	DTD
Dan Johnson	DTD
Mike Bays	DTD
Joe Loomis	NCPRD
Paola Soles	Public Health
Jeri Oswalt	DES
Laurel Butman	County Administration

APPENDIX D COUNTY DEPARTMENT INTERNSHIP CONTACT LIST

County Departments with current experience in Internship Hosting		
Finance	George Marlton GMarlton@clackamas.us 503-742-5442	No formalized process, but welcome interns on a case by case basis.
Department of Disaster Management	Nancy Bush NBush@clackamas.us 503-655-8665	Previous experience with PSU Fellows Program.
Public Health	Jamie Zentner or other department managers JZentner@clackamas.us 503-742-5939	Process Manual and formalized process within public health department.
District Attorney's Office	Bryan Brock BryanBro@clackamas.us 503-723-2920	Formalized process with partnering Universities.
Juvenile Department	Lori Bell LBell@clackamas.us (503)655-8342 ext.7125	Process Manual and Formalized Process within the Juvenile Department.
Public and Government Affairs	Katie Wilson KWilson2@clackamas.us 503-655-8552	Project based internship on a case by case basis and future implantation of Youth Advisory Council.
Resolution Services	Chandra Emery CEmery@clackamas.us	Formalized Process for two internship tracks: Advanced Family Law Internship and Self Designed Internship http://www.clackamas.us/ccrs/intern.html
Sheriff's Department	John Gibson Johngib@clackamas.us (503) 655-8218	Formalized process for student's age 15 to 21 years. Cadets Program http://www.clackamas.us/sheriff/cadet.html
Community Corrections	Brent Taylor BrentTay@clackamas.us 503-655-8745	Formalized Process
Water Environment Services	Michael Trent Waste Water Treatment Miketre@clackamas.us 503-557-2804	Current partnership with Clackamas Community College's Water Environment Technology Program

Information and Point of Contact from Non-Host Department Feedback		
CCOM	Bob Cozzi BobCoz@clackamas.us 503-723-4875	Have not had interns as a result of hesitation around the likely number of hoops that would need to be jumped through to allow access to sensitive information, but would be interested in interns for a specific projects.
Assessment and Taxation	Tami Little Tamilit@clackamas.us 503-655-8671 ext. 7627	Does not currently have interns.
Library Systems	Greg Williams GWilliams2@clackamas.us 503-723-4889	No current interns, but would be interested. Has not previously had the resource and information to begin the process.
Milwaukie Center	Judith Kaillio JKaillio@clackamas.us 503-794-8034	Interns unknown however there are a great deal of volunteers who Judith coordinates.
Wellness	Tamra Dickenson TamraDic@clackamas.us 503-742-5486	Is approached a few times a year, but has not accepted an intern because of lack of process and uncertainty regarding having appropriate projects.
Department of Transportation	Mike Bezner MikeBez@clackamas.us 503-742-4651	This department does not accept interns, as they have a temp pool that may conflict with internships.
Tourism and Cultural Affairs	Jeannine Breshears JeannineBre@clackamas.us 503-655-8419	Does not currently have interns.
Treasurer	Shari Anderson ShariAnd@clackamas.us 503-742-5995	Does not currently have interns.
Water Environment Services	Lynne Chicoine Lchicoine@clackamas.us 503-742-4559	Interest in internships in Engineering or Science

APPENDIX E PATHWAY TO PUBLIC SERVICE INTERNSHIP MANUAL