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 **Internship/Job Shadowing**

**Professional Development Program**

**Scope:** All employees occupying full-time, part-time benefited staff and faculty positions including adjunct faculty.

**Purpose:** To providea professional development program experience that gives interested College employees the opportunity to learn more about a specific department or position while working for that department on an internship or job shadowing basis. Projects will be assigned as a part of the growth experience. Additionally, the program is designed to enable employees to develop additional knowledge, new skills and a broader understanding of our programs and operations.

To be eligible for participation in this experience, the interested employee must be a current, full-time, part-time benefited staff, faculty or adjunct faculty with a minimum of two years of CSM experience.  Employees participating in this program are participating on a voluntary basis.

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| **Program Description:** In both situations, the internship program and the job shadowing program, Both parties agree to a work assignment change by mutual agreement. Time periods are agreed upon in advance. The ideal situation is one that is cross-divisional or cross-departmental. The intent of the program is to provide an opportunity for development and a substantive, quality professional experience for employees. Therefore, it is not a vehicle for promoting employees into a position without going through a competitive recruitment process. These programs do not provide a salary adjustment. Additionally, a summary report is required at the end of the assignment. |
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| **Internship Assignment Characteristics:*** Internships are project oriented and have a specific start/end.
* Typical assignment duration is between three to six months.
* Ten hours a week is generally allotted to work on internship projects. Under unusual circumstances, additional hours may be permitted per internship agreement.
* Learning activities common to most internships include objectives, goals, observation, reflection, evaluation and assessment.
 | **Job Shadowing Assignment Characteristics:** * Job shadowing assignments allow

employees to “shadow” a co-worker or observe a program.* Typical duration of a job shadowing experiences is from one to three months
* Five hours a week is generally allotted to participate in a job shadowing assignment. Under unusual circumstances, additional hours may be permitted per job shadowing agreement.
* Learning activities common to most job shadowing assignments include learning objectives and goals, an opportunity to observe how the division works by attending department meetings, special events, etc.
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Successful internships and job shadowing assignments can result in the following benefits:

* Improved retention of high performers
* Increased teamwork
* Greater innovation and creativity
* Prevention of job burnout
* Improved employee understanding of college operations and strategic issues
* Increased learning capability of the organization
* Improved organizational communication

**Policy:** In its continuing efforts to improve the quality of the work environment, retain high performers, and provide greater accountability and leadership opportunities for employees at

all levels, the college will facilitate approved internship and job shadowing assignments. Such assignments will provide educational and learning opportunities designed to improve employee performance and develop employee potential in current or prospective positions consistent with the college’s mission and strategic initiatives.

Any employee desiring an internship or job shadowing assignment will develop a plan for its execution. The assignment will be contingent on the approval of the supervisor(s), including the division Vice-President of the department(s) affected. The parties to the internship assignment must agree to the plan’s conditions and terms prior to its effective date. Some of the factors to be considered are workload, organizational priorities, existing talent, and budgetary constraints.

Internship assignments do not affect or change the basic terms and conditions of employment; consequently, there will not be any adjustment to salary. Assignments may be terminated by management for any reason, at any time.

Eligible employees may participate in multiple internship or job shadowing experiences. However, they may not participate in this program more than once in a fiscal year.

**Qualifications:**

Solid performance in the current position is important because the opportunity to learn new skills through an internship assignment is predicated on the assumption that employees have mastered the skills required of their current position. Employees in a probationary status or at less than a (“Commendable”) level of performance are not eligible to participate.

**Employee Process:**

1. Employees interested in opportunities for professional development through an internship or job shadowing assignment should contact the Organizational Development

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Coordinator to express an interest in the program and to be included on the list of potential participants.

1. The employee will need to document their current tasks and seek approval from their supervisor. Current processes and procedures should be documented in a manner that will enable another employee to assume those tasks without undue loss of efficiency and customer service. A plan that fails to adequately address how the work will be accomplished in the current position will result in an unfavorable decision.
2. While the Organizational Development Coordinator may have a list of available opportunities, the employee must take the initiative to seek opportunities. For instance, the employee may identify an opportunity for an internship or job shadowing assignment through exchanges utilizing existing staff. Defining the plan will include how the work will be accomplished and by whom. It should precede the next step—gaining acceptance for the plan.
3. Internships or job shadowing assignments that cross departments necessitate the support of management in both areas. The plan should state the benefits and articulating in detail how the work will be accomplished without significant loss of quality and how the position will be funded. The plan should also state when the proposed internship assignment will begin and end.
4. All plans should be submitted using the Job Shadowing/Internship request form, and must be approved by the receiving and primary supervisors and the division Vice President(s) prior to the start of the experience.
5. At the end of the internship or job shadowing experience, employees are required to complete a report demonstrating how they met their learning objectives. The report should include a list of the activities participated in, accomplishments, knowledge gained and how the knowledge gained that will benefit the employee and the College. This report will be sent to Human Resources, participating supervisors and will be included in the employee performance file.

**Human Resources Process:**

1. The Organizational Development Coordinator will keep a running list of possible assignments along with a list of employees that have expressed an interest in opportunities.
2. The Organizational Development Coordinator will work with the supervisors who are interested in providing employees with professional development opportunities.

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1. The Organizational Development Coordinator will assist the employee with ensuring that they prepared a plan, including an application that adequately addresses the work that will be accomplished in the current position and the goals of the internship or job shadowing experience. A confirmation discussion will also take place to ensure the current supervisor has approved the plan.
2. The Organizational Development Coordinator will work with the internship or job shadowing supervisor to ensure that a performance appraisal is completed at the end of the internship or job shadowing experience that provides appropriate feedback to the intern at the end of the assignment.

**Receiving Supervisor Process:**

1. Supervisors may be contacted by the Organizational Development Coordinator or employees interested in participating in the program at any time. In addition, supervisors who are interested in providing employees with internship or job shadowing opportunities can contact the Organizational Development Coordinator at the start of the fiscal year or when a vacancy occurs.
2. The receiving supervisor, in conjunction with the interested employee will develop a description of the learning objectives, goals, project, etc.
3. Any of the parties involved in developing the plan may terminate the experience at time. This includes both the receiving and primary supervisor along with the Division Vice President(s) and the Organizational Development Coordinator.
4. The employee will be evaluated by the gaining supervisor on performance at the completion of the assignment. This evaluation will be included in the employee’s subsequent annual performance evaluation. Employees who have current performance concerns or discipline are not eligible to participate.

For more information contact: Associate Vice President Human Resources, ext. 7724 or the

Organizational Development Coordinator, ext. 7735.

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