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## **Guide to the Campus Relations Program (CRP) for Hiring Managers**

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# Campus Relations Program Overview

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## Section Summary

The Campus Relations Program (CRP) oversees a citywide program to hire and cultivate intern, trainee, fellow, and entry-level talent. The team provides recruiting services to hiring managers and professional development and mentoring opportunities to students.

### This section includes:

- [Campus Relations Program Overview](#)
- [Areas of Expertise and Services](#)
- [Team](#)
- [Partners](#)

## Campus Relations Program Overview

The Campus Relations Program (CRP) is part of Talent Acquisition (TA) in the Office of Human Resources (OHR). The program serves to centralize recruiting and support for managers seeking to hire interns, trainees, and fellows. Additionally, the team partners with academic institutions on behalf of the city to create and maintain a talent pipeline of students and recent graduates for student worker and entry-level positions. Finally, the team designs and hosts professional development programming for all CRP participants. Visit the [Campus Program website](#) for additional information.

### Areas of Expertise and Services

The role of the Campus Relations Program is to provide recruiting and programming services and support. The team serves to help agencies/departments and hiring managers plan, recruit, hire, host, and convert students into employees. Refer to the [Areas of Expertise and Services Overview](#) for more detailed information.

The team provides the following services:

- Full-cycle recruitment services for student worker positions in the Career Service
- Maintaining a standard framework for student worker recruiting, hiring, tracking
- Connecting agencies with schools and contacts with mutual interests
- Relationship management and branding on-campus at academic institutions
- Facilitating professional development, career growth, and networking events for students

The objectives of the team are to:

- Create a sustainable talent pipeline for entry-level positions to ensure CCD's future workforce
- Fulfill the city's hiring needs for student workers and convert them to employees
- Deliver a meaningful experience and positive workplace culture for student workers
- Cultivate Brand Ambassadors for the city and be recognized as an employer of choice
- Maintain and strengthen partnerships with local academic institutions

### Team

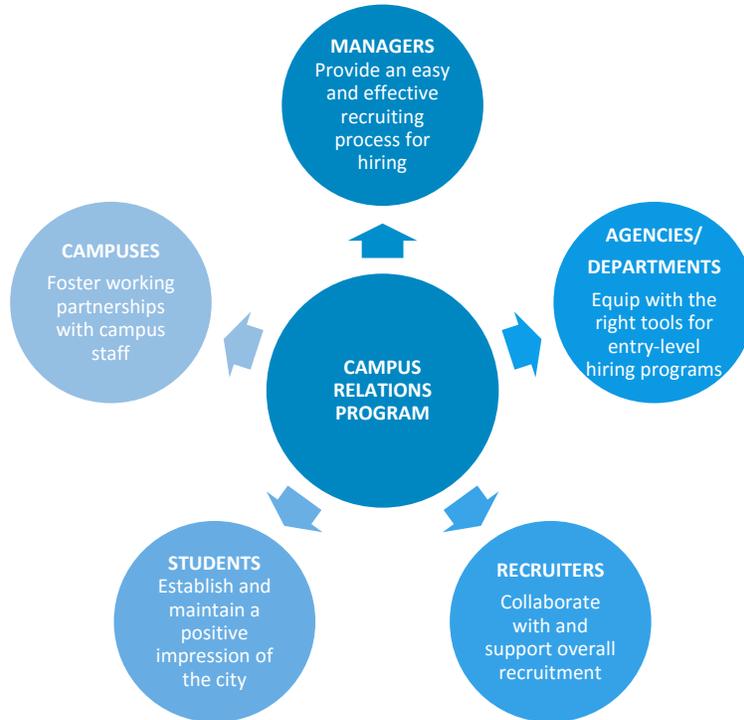
The Campus Relations Program aims to provide a mutually fulfilling and beneficial experience for college students, new grads, and the city's agencies/departments. For general or initial inquiries, please contact the Campus Relations Program at [campus@denvergov.org](mailto:campus@denvergov.org).

The team is comprised of three (3) roles:

- **Nicole Kim, Campus Relations Program Manager:** Leads the Campus Relations Program and manages the team; develops strategy and relationships across colleges, universities and other academic organizations, works with hiring managers from all agencies providing full-cycle recruitment, and designs the professional development programming for CCD student workers. Contact Nicole at [Nicole.Kim@denvergov.org](mailto:Nicole.Kim@denvergov.org) or 720-913-5660.
- **James Warram, Campus Relations Associate Recruiter:** Provides full-cycle recruitment for student worker positions, attends career fairs and other college campus events, and works closely with hiring managers while providing guidance on the program. Contact James at [James.Warram@denvergov.org](mailto:James.Warram@denvergov.org) or 720-913-5698.
- **Campus Relations Intern:** Responsible for communications including emails and surveys, conducts interviews for Intern Spotlight, organizes and maintains campus swag and materials, creates social media content, and provides full-cycle recruitment support to the rest of the team.

## Partners

The Campus Relations Program connects agencies/departments and hiring managers with students and collaborates closely with academic institutions and the rest of the Talent Acquisition team.



## Agencies/Departments

The CRP supports approximately 24 agencies citywide. All agencies supported by OHR are strongly encouraged to partner with the CRP for intern, trainee, and fellow positions.

## Hiring Managers

The CRP provides consultative support to supervisors, managers, directors, and agency recruiting coordinators to establish intern, trainee, and fellow positions and related programming to meet the needs of the agency/department.

## Recruiters

The CRP coordinates with fellow recruiters to provide recruiting and hiring support intern, trainee, and fellow positions.

## Students

The CRP strives to position the city as an employer of choice for students. The team aims to offer meaningful work experiences to students through different types of experiential learning opportunities which cultivates brand ambassadors.

## Campuses

The CRP establishes mutually beneficial partnerships with academic institutions and target programs that align with the city's hiring needs. The team maintains relationships with local universities, colleges, and trades schools.

# Student Worker Types

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## Section Summary

The Campus Relations Program facilitates partnerships between Talent Acquisition, city agencies, and academic institutions to create experiential learning opportunities through different types of employment at the city for student workers.

### This section includes:

- [Program Participants Overview](#)
- [Internships](#)
- [Fellowships](#)
- [Trainees](#)
- [Apprenticeships](#)
- [Job Shadow/Volunteers](#)

## Student Worker Types Overview

To accommodate the city's hiring needs and align with students and academic programs, the Campus Relations Program includes a variety of worker and pay types: paid, unpaid, unpaid for academic credit, and paid by stipend (for specialized programs). Currently, there are four (4) internship job specifications, three (3) fellowship job specifications, and two (2) trainee job specifications. The team has different support models depending on the type of student worker and details of the position.

### Internships

An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional work setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths and give employers the opportunity to guide and evaluate talent.

To be considered for an internship at the City and County of Denver, the student must be currently enrolled or be a recent graduate (within one year of graduation date) within an accredited educational institution, in pursuit of a college-level licensure, certificate, diploma, associates, bachelor's or master's degree. The intern, regardless of being paid or unpaid, will have the opportunity to apply experiential work to complement their field of study. OHR recommends utilizing the paid intern worker type to draw the most talented and reliable candidate pool.

### General Internship Considerations for the Hiring Manager

- The position must be a learning experience directly related to an academic field of study, trade, vocation, licensure or certificate
- The primary work assignments and duties are related to the student's major, field of study and/or career goals
- The intern will be assigned to a supervisor/mentor within the department/agency. The mentor will be responsible for training and coaching the student, while monitoring and evaluating the student's performance with consistent check-in one on one meetings, suggested bi-weekly
- Interns will attend an orientation by the Office of Human Resources and/or an orientation provided by their assigned department/agency
- An intern is typically utilized for seasonal or short-term projects and activities within their academic studies or work experience requirements and may work routine or variable hours to accommodate school or other activities
- Interns will often be enrolled in classes; therefore, work scheduling must be flexible
- Interns (paid or unpaid) receiving academic credit will often have contracts with the school, professor, or department outlining requirements. Work supervisors will have these documents reviewed by the Campus Relations Specialist in the Office of Human Resources or by the City Attorney's Office before signing these contracts to ensure understanding and compliance with regards to liability. Additionally, work supervisors may be required to sign documentation to prove hours worked for credit for the students
- All interns must adhere to the background check policy process as per Executive Order 135

## What an Internship is Not

- A student who is seeking a shadow-type experience, often requested for a day up to a few weeks
- Someone completing their capstone project and not affiliated with an internship or practicum
- A part-time, temporary or, summer job designated for the sole purpose of supplementing department/agency staff and unrelated to the candidate's field of study.

## Differentiating Paid and Unpaid Internships

If the organization is the primary beneficiary, then the internship must be paid. If the student is the primary beneficiary, then the internship may be unpaid. Please see the criteria below to determine if an intern should be paid or unpaid.

### Unpaid Intern

In most circumstances, federal labor laws require payment, including overtime compensation, to interns. Whether an internship may be unpaid depends on the unique circumstance of each case. However, the city **requires** each of the following five requirements be satisfied for an internship to qualify as unpaid

- The intern and employer understand there is no expectation of compensation;
- The internship is tied to the intern's formal education program by integrated coursework or the receipt of academic credit;
- The internship's duration is limited to the period in which the internship provides the intern with beneficial learning;
- The intern's work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern; and
- The intern and the organization understand the internship is conducted without entitlement to a paid job at the conclusion of the internship

The following two factors should also be satisfied for an internship to be unpaid, but are not mandatory in every instance:

- The internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by an educational institution; and
- The internship accommodates the intern's academic commitments by corresponding to the academic calendar.

Per the Act 58-40-202, unpaid interns must be covered under their sponsor's (generally a school) Workers' Compensation policy OR by the employer's (CCD) Workers' Compensation policy. The City Attorney's Office has a standard contract that is used as the official agreement between the City and County of Denver and the academic institution in which the student attends. This agreement must be signed to ensure understanding of who is liable for workers' compensation. Unpaid interns must be entered as Contingent Worker – Unpaid Intern in Workday and provide emergency contact information.

### Paid Intern

- The intern will perform work under the direction of a city employee and receive monetary compensation;
- The intern will receive pay as determined by the intern job specification, document by the City and County of Denver's Office of Human Resources Classification and Compensation division
- As required under the merit system, intern positions will be advertised through a job posting and filled through standard competitive hiring procedures;
- Paid interns are employees and treated virtually the same as regular employees with respect to labor law;
- Paid interns are required to enter their work time in Kronos and Supervisors must approve timecards;
- Interns paid by the CCD are considered employees and are covered under the City and County of Denver's Workers' Compensation program; and
- The internship is conducted without entitlement to ongoing employment after the conclusion of the internship. Internships are at-will and may end at any time.

Internship Job Specifications			
Job Profile	Job Code	Compensation Grade	Pay Rate
Trades and Vocational Intern	TA3179	A-411	\$15.61 - \$17.57
Field Intern	TA3180	A-412	\$17.89 - \$20.14
Professional Administration Intern	TA3181	A-413	\$18.84 - \$21.21
Professional Technical Intern	TA3182	A-414	\$19.95 - \$22.46

Internship Pay Grades					
Classification	College Freshman Rate	College Sophomore Rate	College Junior Rate	College Senior Rate	College Graduate Rate
Trades and Vocational Intern	\$15.61	\$16.08	\$16.56	\$17.06	\$17.57
Field Intern	\$17.89	\$18.43	\$18.98	\$19.55	\$20.14
Professional Administration Intern	\$18.84	\$19.41	\$19.99	\$20.59	\$21.21
Professional Technical Intern	\$19.95	\$20.55	\$21.17	\$21.81	\$22.46

The current internship job specifications levels listed above are assigned based on a student's number of credits earned and or completion from an academic program. Use the following table to determine a student's credit hours and equivalent year in school to then align with the appropriate job specification.

Academic Credit Equivalencies		
Semester/Degree	Year	Credits
Bachelor's	Freshman	0 – 30
	Sophomore	31 – 60
	Junior	61 – 90
	Senior	91 – 120+
Master's		30 – 64

Quarter/Degree	Year	Credits
<b>Bachelor's</b>	Freshman	0 – 45
	Sophomore	46 – 90
	Junior	91 – 135
	Senior	136 – 180
<b>Master's</b>		60 – 90

## Fellowships

Fellowships are designed for individuals looking for post-graduate work experience in the specialized fields of Law, Forensic Pathology, or Veterinary Science. Fellowships are available in the Coroner's Office, City Attorney's Office, and Denver Animal Shelter. Fellowships focus on professional development and/or academic research, rather than professional experience.

The city's fellowship job specifications are paid positions open to individuals currently pursuing or already received a Doctoral Degree or Juris Doctorate (JD). Non-CCD fellowship programs are considered unpaid internships and should be processed accordingly.

For fellowships, the agency/department is responsible for sourcing participants, any paperwork required by the sponsoring organization program, and providing candidate information to process required pre-employment screening and onboarding of the new hire. The CRP will help ensure onboarding and hiring requirements are met and provide resources and points of contact as needed.

Fellowship Job Specifications			
Job Profile	Job Code	Compensation Grade	Pay Rate
<b>Forensic Pathology Fellow</b>	CO2300	O-410	Salaried
<b>Veterinarian Fellow</b>	TA3070	O-412	Salaried
<b>Attorney Fellow</b>	TL0006	I-406	Salaried
<b>Non-CCD Fellow (Unpaid Intern)</b>	WW1122	None	

## Trainees

There are two types of trainee positions at the city:

- **Youth Worker:** Positions available to individuals who perform a variety of entry-level jobs in city government. The city offers temporary opportunities for occupational development for those who lack formal higher education or work experience. Typically, individuals are pursuing a high school diploma, enrolled in a GED program, or recently graduated (within 1 year). Most often, these job specifications are used by agencies working with outreach organizations or employer programs.
- **Public Safety Cadet:** Positions for students pursuing a career in the Department of Public Safety (DOS) as a Denver police officer, firefighter, or deputy sheriff. For additional information, contact the Cadet Program Manager.

Trainee Job Specifications			
Job Profile	Job Code	Compensation Grade	Pay Rate
Youth Worker	TA1585	A-403	\$13.00 per hour
Public Safety Cadet	TB0017	B-403	\$13.00 per hour

### Apprenticeships

The Campus Relations Program does administer the Department of Labor’s (DOL) registered apprenticeship training. A department or agency may choose to work directly with the DOL to pursue an apprenticeship program. For additional information, contact a DOL Apprenticeship Training Representative at (303) 844-6362 and visit <https://www.apprenticeship.gov/>.

### Job Shadowing/Volunteers

The Campus Relations Program does not facilitate job shadowing or volunteer opportunities. Job shadowing or volunteer opportunities are unpaid and short-term (less than 8 week) so do not require the competitive hiring process. For classification purposes, these positions are considered unpaid internships. A department or agency can pursue this independently, but the team will not provide any support.

# Recruitment/Programming Strategy

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## Section Summary

The core function of the Campus Relations Program is to help hiring managers hire and host student workers. This is achieved through the creation of a recruitment/programming strategy and then executing the strategy in collaboration with hiring managers to ensure a smooth and successful experience for all involved.

### This section includes:

- [Creating and Executing a Recruitment/Programming Strategy](#)
- [Conducting a Strategy Meeting](#)

## Recruitment/Programming Strategy Overview

To ensure a successful program, it is critical that the Campus Relations Program collaborate with the hiring manager to develop a thoughtful recruitment/programming strategy and execution plan. The more effort devoted up front, the smoother the process will go.

The role of the hiring manager is decision-maker and subject-matter-expert regarding wants and needs in a student worker. The role of the Campus Relations Program is to steer the recruitment process and help create programming to ensure a meaningful work experience for students. The team serves as the strategic business partner for hiring and developing student workers; providing guidance to hiring managers, overseeing logistics, and engaging additional stakeholders where needed.

Talent Acquisition's target time-to-fill a position is an aggressive 45 days from the date the job is posted to the date a candidate accepts a job offer. This timeframe is to keep the city market competitive in the fight for top talent and minimize the potential to lose out on great candidates.

### Creating and Executing a Recruitment/Programming Strategy

It is important that the hiring manager understand the parameters of the program and be willing to commit the time, energy and resources to the process. To start, the following factors should be carefully considered. If the position and recruitment is a go, the Campus Relations Program will want to immediately meet with or speak to the hiring manager to conduct a strategy meeting.

### Budget and Position Availability

The first consideration is whether funding is available and if a position currently exists. Most paid student worker job specifications are not funded or approved through annual budget. Typically, student worker positions or job specifications are funded through the following:

- Vacancy savings
- Previously approved grant funds specific to an agency, division, and/or program
- Unused contractor funds
- Request in budget (rare but occasional)

To determine if and how funding is available, contact the Budget Management Office (BMO) and Agency Approver. To find out who the BMO Partner is for an agency/department, email [dof@denvergov.org](mailto:dof@denvergov.org).

If there is not a position already created in Workday, one will need to be created. Then, the position must be approved by the Agency Approver and BMO Partner. Lastly, the Job Requisition can be created to initiate the recruiting process.

### Experience

Another important consideration is what type of learning experience the position will provide. A critical element of the Campus Relations Program is to ensure that positions provide a meaningful learning experience for students that aligns with academic programming and affords career growth.

To determine if a student worker is the right course of action, careful consideration should be given to the following:

- What are the potential responsibilities of the position and what type of work and projects will be involved? How does the work experience contribute to the agency/department goals?
- How does the position align with the requirements of an academic program or area of study?
- What is the justification for a student worker?
- What professional development opportunities will the student worker have in the position? Consider networking, training, and mentorship opportunities
- Who will supervise the student worker? Do they have management or leadership experience? Are there alternative points of contact available to support and mentor the student worker?
- Can the supervisor meet regularly (weekly or bi-weekly) with the student worker for check-ins?
- Can the student worker be available for CCD programming?

## Timing

To attract high-quality candidates and to optimize the experience for the student, it is strongly recommended that the recruitment timeline align with academic institutions. Refer to the [Recommended Recruiting Timeline for Internships](#) for target dates related to key steps in the hiring process. These dates reflect internal service level-agreements and turnaround times as well as preferences of students. For academic internships, students typically need more time to submit and approve the position for credit so additional time should be allocated.

## Duration

The duration of a position within the Campus Relations Program is anywhere between eight (8) weeks up to 1 year upon their completion of the educational program. The timeframe depends upon several factors including the needs of the agency/department, the requirements of the academic institution sponsoring the student, and the student's availability. When establishing a timeframe for an internship, it is important to consider the student's schedule and agree upon work hours. Some students may be limited by semester or quarter schedules while others may have the flexibility to work throughout the year. The following table includes typical semester and quarter schedules.

Academic Schedules		
Semester Schedule	Start	End
Spring Term	January	May
Summer Term	June	August
Fall Term	September	December
Quarter Schedule	Start	End
Winter Term	January	March
Spring Term	April	June
Summer Term	June	August
Fall Term	September	November

## The Strategy Meeting

When a hiring manager is ready to fill a student worker position, a strategy meeting should be arranged with the Campus Relations program. A strategy meeting sets the tone for a successful recruitment. It serves to get everyone working towards the same outcome: to find the ideal student worker and ensure a mutually beneficial experience for both the student worker and the department/agency.

The purpose of a strategy meeting is for the Campus Relations Program and hiring manager to:

- Review the job specifications and determine a target candidate profile
- Create a functional position title that will appeal and be clear to candidates
- Identify a sourcing and outreach plan to engage with academic institutions and attract the best candidates
- Determine referral criteria and process for screening and selecting candidates for interviews
- Discuss the position and CCD programming
- Set a timeline for milestones throughout the process

In preparation for a strategy meeting, the hiring manager should come prepared to discuss the position and the ideal student worker profile. This includes:

- Target start date, duration, and work schedule
- Top 5 characteristics of the target candidate
- Anticipated work experience of the position – projects, responsibilities, growth opportunities
- Academic institutions or programs to target

# Student Worker Lifecycle

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## Section Summary

The Campus Relations Program helps agencies and departments fill paid and unpaid, intern, fellow, and trainee positions. The team provides support for the duration of the student worker lifecycle: recruiting, programming, and conversion or program end.

This section includes:

- [Student Worker Lifecycle Overview](#)
- [Roles and Responsibilities](#)
- [Step-by-Step Guide to Student Workers](#)
- [Manager Review of Candidates and Interviewing](#)

## Student Worker Lifecycle Overview

The Campus Relations Program oversees the student worker lifecycle: engagement, recruiting, hiring, onboarding, professional development and networking, and finally conversion to employee and/or program completion. The team provides support to hiring managers when considering, preparing for, or hosting a student worker.

### Roles and Responsibilities

The Campus Relations Program has different support models depending on the type of student worker and details of the position. The expectation is that both the team and the agency collaborate throughout the process and share responsibilities. A general outline of roles and responsibilities are listed below.

Roles and Responsibilities Overview		
Student	Campus Relations Program	Agency
<b>Paid Intern</b>	<ul style="list-style-type: none"> <li>• Full cycle recruiting</li> <li>• Support from recruiting/programming strategy to hire to conversion</li> <li>• Facilitate CCD professional development programming</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate department needs and job duties</li> <li>• Create and approve position in Workday</li> <li>• Create and approve Job Requisition in Workday</li> <li>• Collaborate to develop recruiting/programming strategy</li> </ul>
<b>Unpaid Intern</b>	<ul style="list-style-type: none"> <li>• Consultative support for recruiting and hiring</li> <li>• Connect agency and CAO to put a contract in place</li> <li>• Post job and refer candidates</li> <li>• Initiate required pre-employment and onboarding</li> <li>• Facilitate CCD professional development programming</li> </ul>	<ul style="list-style-type: none"> <li>• Source participants and select student for position</li> <li>• Create and approve position in Workday</li> <li>• Create and approve Job Requisition in Workday</li> <li>• Maintain documentation required by academic institution</li> <li>• Verify a contract is in place between academic institution and CAO</li> <li>• Provide candidate information to CRP for required pre-employment and onboarding</li> </ul>
<b>Paid Fellow</b>	<ul style="list-style-type: none"> <li>• Consultative support for recruiting and hiring</li> <li>• Connect agency and CAO to put a contract in place</li> <li>• Post job and refer candidates</li> <li>• Initiate required pre-employment and onboarding</li> <li>• Facilitate CCD professional development programming</li> </ul>	<ul style="list-style-type: none"> <li>• Contact academic institutions to target students</li> <li>• Source participants and select student for position</li> <li>• Create and approve position in Workday</li> <li>• Create and approve Job Requisition in Workday</li> <li>• Maintain documentation required by academic institution</li> <li>• Verify a contract is in place between academic institution and CAO</li> </ul>

		<ul style="list-style-type: none"> <li>• Provide candidate information to CRP for required pre-employment and onboarding</li> </ul>
<b>Unpaid Fellow</b>	<ul style="list-style-type: none"> <li>• Consultative support for recruiting and hiring</li> <li>• Initiate required pre-employment and onboarding</li> <li>• Facilitate CCD professional development programming</li> </ul>	<ul style="list-style-type: none"> <li>• Contact academic institutions to target students</li> <li>• Source participants and select student for position</li> <li>• Create and approve position in Workday</li> <li>• Create and approve Job Requisition in Workday</li> <li>• Maintain documentation required by academic institution</li> <li>• Verify a contract is in place between academic institution and CAO</li> <li>• Provide candidate information to CRP for required pre-employment and onboarding</li> </ul>
<b>Paid Trainee</b>	<ul style="list-style-type: none"> <li>• Consultative support for recruiting and hiring</li> <li>• Initiate required pre-employment and onboarding</li> <li>• Facilitate CCD professional development programming</li> </ul>	<ul style="list-style-type: none"> <li>• Source participants and select student for position</li> <li>• Create and approve position in Workday</li> <li>• Create and approve Job Requisition in Workday</li> <li>• Maintain documentation required by academic institution</li> </ul>

### [Step-by-Step Guide to Student Workers](#)

The [Step-by-Step Process Guide to Student Workers](#) covers the entire student worker lifecycle from how to obtain a position, to recruiting and onboarding, overseeing a student worker through the program and hopefully converting a student worker to an employee at the conclusion.

The Campus Relations Program and partners should follow a standard recruit to hire process for interns, trainees, and fellows as detailed in the guide. Additionally, the [Workday User Guide](#) provides instructions for all tasks in the system – please reference the section for Managers and sub-section titled Hiring.

### [Manager Review of Candidates and Interviewing](#)

Talent Acquisition’s [Hiring Center](#) offers additional resources and information for hiring managers. For interviewing specifically, training is available in Workday Learning.

In addition, the Campus Relations Program has recommended interview questions specifically for students and entry-level hiring. Refer to the [Campus Standard Interview Questions](#) worksheet.

# Sourcing and Outreach

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## Section Summary

A key objective of the Campus Relations Program is to build relationships between the city, academic institutions, and students. Through engagement with academic institutions, the team fosters connections to align students with employment opportunities.

### This section includes:

- [Sourcing and Outreach Overview](#)
- [Relationship Management](#)
- [On-Campus Events](#)
- [Social Media](#)
- [Denver Employee Bulletin and OHR Email Newsletter](#)

## Sourcing and Outreach Overview

The Campus Relations Program actively sources and recruits top talent for the city. The team maintains visibility on campuses and attracts students through targeted branding, marketing, and events.

### Job Posting and Marketing

To attract a diverse candidate pool and appeal to students, the Campus Relations Program has developed a unique and robust branding and marketing effort specifically for student worker positions. The strategy includes the following:

- Creation of an appealing job posting that accurately depicts the position and the work experience it will provide
- Posting positions to school job boards tailored towards specific areas of study
- A consistent and dynamic social media presence highlighting open student worker positions and current and alumni Intern Spotlights
- Leveraging internal communication channels including the Denver Employee Bulletin and digital signage
- Attendance at spring and fall campus career and internship fairs
- Participation on advisory boards and speaking engagements
- Onsite tours at CCD to showcase agencies/departments
- Classroom presentations to students in target areas of study and relevant industries
- Connecting with students and collecting contact information for targeted communications with relevant opportunities

### Relationship Management

A key aspect of the Campus Relations Program is establishing and maintaining relationships with academic institutions. The team is active on-campus and liaises between campuses and agencies/departments to connect employees with staff, faculty, and students. The role of the hiring manager and other city employees interested in getting involved is to actively participate in various activities and attend on-campus or CCD-sponsored events.

Refer to the [Partnerships with Academic Institutions Overview](#) for a detailed description of the names and types of connections and how to leverage them to fulfill the city's hiring needs.

#### Primary Partnerships

The Campus Relations Program holds some key partnerships with local academic institutions, community colleges, trade schools, and out of state schools with programs that closely align with city employment opportunities. Refer to the [Primary Partners](#) list for specifics including the typical academic schedule.

#### Campus Contacts

The team maintains a Campus Contacts Database of all established connections. The team will leverage the database to find useful contacts or request that a contact be added.

## On-Campus Events

Throughout the year, academic institutions host several events for employers. The Campus Relations Program determines which events to attend each year based on several factors. The team maintains a calendar of events and hiring managers are encouraged to attend. The goal for participation at events is to have representation from the Campus Relations Program, the broader Talent Acquisition team, and designees from the agency or department. The events are a wonderful opportunity to promote positions and interact with students. View upcoming events on the [Campus Events Calendar](#).

Types of On-Campus Events	
Name	Description
<b>Networking Events</b>	Make connections and build relationships with potential student workers and entry-level candidates to learn more about a certain agencies or positions at CCD; tend to be more intimate or focused in structure.
<b>Onsite Industry Tours</b>	Provide prospective students a chance to experience an agency or department's environment and culture as well as explore internship & job opportunities; Event entails a tour of the office or division, introductions to current employees, an interactive look at the work being done within the area, and an opportunity for students to hear from speakers at various levels including entry-level, middle management, and senior leadership. This is a collaboration with the Campus Relations Program and requires a point person and/or event lead from the agency or department.
<b>Employer Panels</b>	Participate at an event to speak on a panel about employment with the city; representatives may be from the Campus Relations Program or agencies and departments. Speakers should highlight their own career path available opportunities
<b>Career Fairs</b>	Give students the opportunity to explore internship and entry-level career opportunities at CCD; students come to meet city employees and be informed about current and future positions. Campus attends and selects events that reach and serve overall citywide needs, if there is a specialized fair that is not within this scope this may require an agency point person to attend.
<b>Presentations to Classroom or Student Organization</b>	Visit students in the classroom; as requested, a plan is developed between the Campus Relations Program and agency/department point person to determine ideal target outreach and timeline based on current or upcoming internship, trainee, and entry level positions. This is a collaboration with the Campus Relations Program and requires a point person and/or event lead from the agency or department.
<b>Meet and Greets, Promotional Tables</b>	Reserve and set up an informational table in high traffic areas on campus to promote and informally recruit for student worker and entry-level positions. This requires an agency/department point person to attend. Costs are incurred by the agency/department.
<b>Sponsor at Summits and Conferences</b>	Participate in or sponsor a campus or community summit on timely or trending topics or relevant to an agency/department; opportunity for employers to connect with students and promote employment brand.  Includes facilitating a career presentation, sponsoring a program or event, or designing a custom recruiting program. This requires an agency/department point person to attend. Costs are incurred by the agency/department.

# Programming

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## Section Summary

A key aspect of fostering a meaningful experience for students at the city is to offer programming aimed to supplement on-the-job learning with networking and relationship-building as well as professional development through training and mentorship.

This section includes:

- [Programming Overview](#)
- [CCD Events](#)
- [Online Training](#)
- [1:1 Meetings](#)
- [Feedback and Evaluation](#)

## Programming Overview

The Campus Relations Program facilitates professional development programming and networking for all CCD participants. The events are designed to promote relationship building between students and provide them with skills to be successful during the program and beyond. Participants establish valuable connections with others, hone their personal branding skills, and share their experiences and achievements.

### CCD Events

The Campus Relations Program offers several different events throughout the year and invites all CCD participants to attend. Student Workers are strongly encouraged to attend as many events as possible and managers should make every effort to support participation. Paid interns who attend must be clocked in and will be paid accordingly.

CCD Events	
Name	Description
<b>Internship Orientation</b>	Overview of the City and County of Denver and insights into overall size and structure of agencies and departments; also covers how to have a successful experience at CCD including dress code, etiquette, policies and procedures, and benefits.
<b>Lunch and Learn: Networking and LinkedIn</b>	Networking tips and techniques; specifically, how to prepare, what to ask, and how to grow one's professional network; also covers LinkedIn, professional Facebook etiquette, and other forms of social media.
<b>Lunch and Learn: Interviews and Salary Negotiation</b>	How to prepare for an interview, skills to interview successfully, what to expect during an interview, and what to do after an interview; other topics include how to dress to impress, professional communication, and how to incorporate presentations into the interview process, how to successfully negotiate a job offer and know one's worth.
<b>Peak Academy Green Belt Training</b>	Hosted by the City and County of Denver's Peak Academy team; Lean Six Sigma Green Belt training is a nationally recognized certification focusing on process improvement and doing more with less. Student workers learn how to improve processes and find efficiencies and complete JDI's and A3's.
<b>Capital/City Hall/Mayor's Office Tours</b>	Allows student workers to meet with peers around the city while touring either the state's historic capital, and/or the Mayor's Office and learn how the government works.
<b>Summer Social (Occasional)</b>	Fun networking event held in the summer where student workers are invited to a Rockies game to interact with peers in an environment outside of work; creates long-lasting business relationships and provides team-building opportunities within the Campus Relations Program. This is a special event that can occur but is not guarantee, reach out to campus to be informed about if scheduled.
<b>Summer Showcase</b>	Only offered during the summer; student workers are invited to showcase their work and speak about their accomplishments and experience at the City and County of Denver.

## Online Training

Available in Workday via the Learning app, student workers should complete the recommended trainings during the first 3-6 weeks of the program. The training courses will give the student worker a sense of the city, expectations in the workplace, and provide important information about safety and security.

Moreover, student workers that convert to employees will not have to complete this training again and will be better prepared to start in the new position.

The Campus Relations Program recommends that student workers complete the following:

- New Employee Orientation
- Ethics and Public Accountability
- The Respectful Workplace – Employee Addition
- Workplace Violence Prevention
- Sexual Harassment Prevention
- Workplace Safety
- Active Shooter Preparation
- Cybersecurity Awareness
- Worker’s Compensation (*paid Interns only*)

## 1:1 Meetings

A one-on-one meeting (1:1) between a hiring manager and student worker is dedicated time set aside on a regular basis for open-ended conversation throughout the duration of the program. 1:1 meetings are an opportunity to find out the status of work or assigned projects and provide coaching, mentorship, and performance feedback.

The Campus Relations Program suggests either weekly or bi-weekly check-ins with student workers to ensure they are on track to meet their goals and complete the work assigned to them. These meetings not only allow issues to be identified and addressed in a timely manner, but it is also an opportunity to find out what support the student worker may need.

A few sample question are:

- How is your week going so far?
- How is your overall experience so far?
- What are you enjoying most? Is there anything you aren’t enjoying?
- What are you working on currently?
- How do you feel about the amount of work you have?
- What resources or support do you from me?
- Are there any barriers or concerns that might prevent you from completing the work?

## Feedback and Evaluation

The Campus Relations Program sends out surveys throughout the year to collect feedback from managers, supervisors, and student workers about their overall experiences. The information provides valuable insights that help improve recruiting efforts and program development. Please make every effort to respond!

<b>CRP Standard Surveys</b>			
<b>Survey</b>	<b>Description</b>	<b>Respondent(s)</b>	<b>Timing</b>
<b>Programming Feedback Survey</b>	Obtain feedback on content, delivery, and benefits of programs and areas for improvement	Student workers who attend CCD Events	Within 24 hours of event At the end of each semester
<b>Mid-Term Survey</b>	Assess internship experience for both participants and managers	Student workers, Hiring Managers, Supervisors	3 times per year Mid-point of each semester (Fall = November, Spring = April, Summer = July)
<b>End of Term Survey</b>	Assess overall internship experience at completion for both participants and managers	Student workers, Hiring Managers, Supervisors	<b>3 times per year</b> End-point of each semester: Fall → December Spring → May Summer → August
<b>Monthly Client Survey</b>	Evaluate customer satisfaction with CRP support	Hiring Managers, Supervisors	Monthly

# Student Worker to Employee Conversion

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## Section Summary

The purpose of the Campus Relations Program is to create a talent pipeline of high-performing student workers and convert them to city employees. Interns, trainees, and fellows allow agencies/departments to evaluate students on a temporary basis in the work environment and the students are able to experience the city as an employer before either party commits. The result is a mutually beneficial experience that contributes to workforce planning efforts in the near and long term.

### This section includes:

- [Student Worker to Employee Conversion Overview](#)
- [Conversion Benefits](#)
- [Conversion Eligibility](#)
- [Conversion Processes](#)
- [Program Completion](#)

## Intern to Employee Conversion Overview

The Campus Relations Program aims to convert successful student workers into city employees. There are many mutual benefits to conversion including an opportunity for an individual and agency/department to make sure the fit is right.

### Conversion Benefits

As an employer, the City and County of Denver reaps short and long-term benefits by embracing student workers and the Campus Relations Program. It creates a sustained talent pipeline for citywide hiring and contributes to overall workforce readiness planning by providing entry-level talent to come in as mobility and retirement occurs. Student workers also serve as Brand Ambassadors and the city as an employer of choice to schools across Colorado and beyond. A meaningful work experience provided by agencies and departments fosters our employer brand on campuses.

According to NACE (National Association of Colleges and Employers), interns outperform non-intern candidates in terms of cultural fit, onboarding and integration, learning trajectory, and retention. Interns are already acclimated to the organization, the work, the overall environment which allows them to become meaningful contributors more quickly.

Year	One-Year Retention Rate			Five-Year Retention Rate		
	Internal	External	None	Internal	External	None
<b>2018</b>	70.6%	65.8%	46.3%	50.2%	52.3%	41%
<b>2017</b>	65.5%	52.0%	46.2%	51.8%	38.8%	35.8%

\*Source: 2017 and 2018 Internship & Co-op Survey, National Association of Colleges and Employers

### Conversion Eligibility

To convert a student worker to an employee, the individual must meet the required minimum qualification of the position to be promoted into an on-call, limited, or unlimited position within one (1) year of completion or termination of their student worker position.

To determine if a student worker is eligible to convert, verify the following:

- Confirm a position is available or vacant for the employee to convert into with BMO Partner and Agency Approver
- Confirm employee meets minimum qualifications before offering the position (work experience within and outside the city may be counted towards the minimum qualifications experience requirements)
- Ensure the employee exemplifies city's values and will be successful in the role

### Conversion Processes

There are two (2) processes to convert a student worker to an employee depending on the type of position the student worker is converting from and converting into as well as whether there is a break in service:

- If paid student worker, eligible to convert and/or promote via non-competitive hiring process (refer to Career Service Rule 5 for guidelines: [Section 5-33C Paid Trainee or Paid Intern Status](#) and [Section 3-51A2 Selecting a Candidate for Hire](#))
- If unpaid student worker, eligible to convert and/or promote via competitive hiring process

It is important to identify the correct process based on the circumstances. Use the following tables to determine which process to follow. To be considered continuous employment (no break in service), the conversion process must be complete before a break occurs. If a paid student worker has a break in service before the conversion process is complete, the student worker must follow the competitive process like an unpaid student worker.

Paid Interns, Trainees, or Fellows			
Conversion Type	Corresponding Process	Job Requisition Reason Code	Employee Job Change Hire Reason Code
<b>Continuous Employment (No Break in Service)</b>	Non-Competitive	Request to Fill > 2. Employee Job Change	Promotion
<b>Non-Continuous Employment (Break in Service)</b>	Competitive	Request to Fill > 1. Ready to Recruit	Convert to Employee

Unpaid Interns, Trainees, or Fellows			
Conversion Type	Corresponding Process	Job Requisition Reason Code	Employee Job Change Hire Reason Code
<b>Continuous Employment (No Break in Service)</b>	Competitive	Request to Fill > 1. Ready to Recruit	Convert to Employee
<b>Non-Continuous Employment (Break in Service)</b>	Competitive	Request to Fill > 1. Ready to Recruit	Convert to Employee

### Program Completion

Upon completion of an internship or similar student worker position, agencies and departments must terminate the temporary worker in Workday and notify the Campus Relations Program at [Campus@denvergov.org](mailto:Campus@denvergov.org).

Please complete the following actions depending on the type of student worker. Remember, the conversion process should be completed first prior to termination.

#### Paid Interns, Trainees, Fellows

The [Terminate Paid Employee Voluntary and Involuntary](#) task is used to close a temporary student worker position. The process should be completed within 24 hours of the student worker's last day but may be done ahead of time.

#### Unpaid Interns, Trainees, Fellows

The [End Contingent Worker Contract](#) task is used to terminate a contingent worker when they leave their position. Unpaid internships and unpaid fellowships are considered contingent workers. The process should be completed within 24 hours of the student worker's last day but may be done ahead of time. If an end date must be extended beyond the original end date, please complete the [Update Contingent Worker End Date](#) process.

# Agency-Specific Programs

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## Section Summary

The Campus Relations Program supports programs in place across several different agencies/departments beyond and outside of the core program. The team provides guidance on citywide hiring and helps improve cohesion and sharing of best practices by offering a central point of contact.

This section includes:

- [Agency-Specific Programs](#)

## Agency-Specific Programs

A number of city agencies have unique programs for students and program administrators/coordinators to oversee them. The Campus Relations Program plays a support role to ensure these programs align with citywide hiring policies. Student participants of these agency-specific programs are invited to participate in the Campus Relations Program programming.

Agency-Specific Programs		
Program	Resources	Point of Contact
<b>City Attorney's Office Fellowship Program</b>	<a href="#">CAO Program Overview/Recruit to Hire Process Checklist</a>	
<b>DEN Internship Program</b>	<a href="#">DEN Program Overview/Recruit to Hire Process Checklist</a>	
<b>DHS Academic Internship Program</b>	<a href="#">DHS Program Overview/Recruit to Hire Process Checklist</a>	

# Frequently Asked Questions

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## Section Summary

A collection of Frequently Asked Questions from HR Partners and clients regarding the Campus Relations Program.

This section includes:

- [Frequently Asked Questions](#)

## Frequently Asked Questions Overview

Below are Frequently Asked Questions (FAQs) from HR partners and clients regarding the Campus Relations Program.

### Obtaining a Student Worker

#### **How do I request a student worker?**

Refer to the [Step-by-Step Guide to Student Workers](#) for detailed instructions.

#### **I don't know who my department or agency's BMO partner is. How do I find out?**

- Please email your inquiry to [dof@denvergov.org](mailto:dof@denvergov.org)

#### **What if BMO does not approve my request for a student worker through the budget approval process?**

If your student worker position does not get approved by the BMO, you can request the position through these alternate options

- Vacancy savings
- Previously approved grant funds specific to a department/agency or program
- Unused contractor funds

Please note it is helpful if you write a justification for your BMO partner and Agency Approver to review. It is recommended to provide them with information on hourly wage, hours needed per week and length of time for the position. This will allow the BMO to assess the total cost impact on the department/agency.

#### **How do I prepare for a student worker?**

Have clear and concise duties, responsibilities and training that will be provided to a student worker on their start date. Make sure the student worker has a work station and supplies to complete all tasks. Secure a physical location for them to work from within your area. Assign a supervisor and back up contact in the event the supervisor is out or unavailable for questions. Identify possible entry-level positions that the student worker could convert into if they are an ideal fit for your department/agency. Refer to the [Step-by-Step Guide to Student Workers](#) for detailed instructions.

#### **How long can I keep my student worker?**

The duration of a student worker position can range from eight weeks to one year after degree completion - depending on budget and department/agency need. Each department/agency will need to discuss duration approval with their Agency Approver and BMO partner to ensure funds are able to be secured for the appropriate requested duration.

#### **Can I extend my student worker longer than originally requested?**

Yes. Each hiring manager will need to discuss extending a student worker with their BMO partner and Agency Approver to determine if they have available budget for the extension.

### Pay and Benefits

#### **Why do I have to pay my student worker a certain amount and is the pay flexible or negotiable?**

Student workers are paid based on level of education. If you hire a junior or senior to fill a paid position, this position will be paid differently than a master's level student. Pay for student worker positions is non-negotiable. Please reference each relevant Job Profile, Job Code and Compensation Grade to see different pay grades.

#### **Is my student worker eligible for an EcoPass?**

Often students will have an RTD EcoPass from their learning institution. However, if needed, paid student workers are able to purchase a discounted EcoPass as a City and County of Denver (CCD) employee. Unpaid student workers are not eligible to purchase an EcoPass as they are unpaid contingent workers and the city's contract with RTD allows only paid employees to be eligible for the discounted EcoPass.

***How can my I get my unpaid student worker a discounted RTD EcoPass?***

If your department/agency has an unpaid contingent worker student worker and are interested in providing them a discounted price for an RTD EcoPass, the pass must be funded by the department/agency budget. Contact your department/Agency Approver and Budget Management Office (BMO) partner to obtain approval for the expense request.

## Programming and Experience

***Why should my student worker go to Campus Relations team (CRP) programming events?***

Student workers should be encouraged to attend all CRP programming events. These events are designed to add to their experience with the city and will provide them with skills to further their career. It also allows student workers to network and build professional skills and relationships with peers at CCD.

***Will my student worker get paid for going to CRP programming?***

Yes, paid student workers must be compensated for all CRP programming including the summer social to the Rockies game. This allows the student worker to be covered by CCD workers compensation in case of unforeseen circumstances or accidents during the programming or event.

## Employee Conversion or Termination

***Can I hire or convert my student worker into a full-time position?***

Yes. All hiring managers are encouraged to consider student workers for full-time employment and to convert their position to an entry-level position when possible. Converting your student worker will also reduce recruitment and training time as they have had experience with CCD's policies, training and working environments. Paid student workers can circumvent the competitive hiring process to transition to employment. Unpaid student workers need to apply and go through the competitive hiring process at CCD.

***Can paid student workers be noncompetitively promoted into an entry level position?***

Yes. For more information, please reference Career Service Rule [Section 5-33C Paid Trainee or Paid Intern Status](#) and [Section 3-51A2 Selecting a Candidate for Hire](#)

***Does a student worker's position experience through their intern, trainee, or fellow position count towards minimum qualifications and work experience (internal & external experiences) when applying for CCD positions?***

Yes.

***Can I end my student worker's position early?***

Yes, student workers are at-will and can be terminated for any reason at any time. Please ensure that you follow standard guidelines and policy for ending or terminating an employee (paid student workers) or contingent worker (unpaid student workers). Please inform the Campus Relations Program if you prepare to end a program early by contacting us at [campus@denvergov.org](mailto:campus@denvergov.org).

## Miscellaneous

***Are part time or on-call employees eligible to additionally have a student worker position with CCD?***

Yes – if the student worker position is paid. Please contact the Campus Relation Program to discuss this process and the requirements.

***Are full-time employees eligible to additionally have a student worker position with CCD?***

No. For more information please refer to Career Service Rule [Section 5-60 Dual Employment](#).