

Handbook for

Undergraduate Public Administration Fellows



Institute for
Public Administration

www.ipa.udel.edu

Handbook: Public Administration Fellows – Undergraduate

**Institute for Public Administration (IPA)
College of Arts & Sciences
University of Delaware
180 Graham Hall
Newark, Delaware 19716-7380
Phone: (302) 831-8971
Fax: (302) 831-3488
www.ipa.udel.edu**

Welcome and Introduction

Welcome to the Institute for Public Administration (IPA) in the School of Public Policy & Administration at the University of Delaware. Since 1973, IPA has provided a wide range of services to local, state, and regional governments in the Delaware Valley. Whether the issues are related to information technology, land use planning, education leadership, personnel practices, healthcare policy, or professional development, IPA has worked to meet the needs of its many clients. IPA's Undergraduate Public Administration Fellows have the opportunity to bridge theory and practice by working closely with faculty and professional staff on a variety of projects. In addition to IPA's public service role, affiliated faculty members teach courses in the School of Public Policy & Administration's degree programs. As a way of combining public service with classroom learning, IPA manages the School's Internship Program as well as the University's Legislative and Judicial Fellows Programs.

Using Your Handbook

IPA provides this handbook so that you have written documentation of the expectations for its Undergraduate Public Administration Fellows. These policies demonstrate our commitment to fostering a professional work atmosphere so that you succeed in your placement. Please review this handbook and keep a copy for future reference. Please direct your questions about IPA's policies and procedures to IPA's Mentor-in-Chief (Lisa Moreland: lisamk@udel.edu).

This handbook highlights policies relevant to your tenure as an Undergraduate Public Administration Fellow and describes your responsibilities. Please note that the information contained within is subject to change. If there is a conflict between this handbook and University or IPA policy, the policy will govern. IPA reserves the right to change these policies at any time.

The following four sections [(1) Your Role as an Undergraduate Public Administration Fellow, (2) Accountability in the Workplace, (3) Work Guidelines, and (4) Resources] outline IPA's expectations for the successful completion of your employment. You are expected to give your full-time attention to this position and your academic coursework. Continuation of employment is contingent on satisfactory performance of assigned duties, continued academic eligibility, compliance with the University's Code of Conduct, and availability of funding. Failure to meet these standards will result in the forfeit of your employment. A notice of non-renewal is not required.

I. Your Role as an Undergraduate Public Administration Fellow

- **Working Hours**

Your obligation as an Undergraduate Public Administration Fellow extends from September 5, 2017 through May 31, 2018. The New Student Retreat, held on August 24, 2017, is mandatory for new

IPA students and any IPA-affiliated student who has not participated in previous retreat activities. Normally you will work up to 10 hours each week at your IPA workstation each week—Monday through Friday between the hours of 8:30 a.m. and 5:00 p.m. Please note that your work hours do not include breaks for meals unless you are working while you eat at your desk.

During the first week of your employment, you will be asked to submit a *Class and Work Schedules* form to the IPA Mentor-in-Chief and your project supervisor(s). Your project supervisor(s) will help you to develop a work schedule that will take into account both project needs and your academic obligations. Any changes in your work schedule must be requested in writing, approved by your project supervisor(s), and emailed to IPA's Mentor-in-Chief and Office Supervisor. "Banking" work hours is not permitted unless permission is requested in writing and granted by your supervisor in advance.

- **University Holidays and Spring Break**

While your employment as an Undergraduate Public Administration Fellow at the IPA obligates you to work ten hours each week—Monday through Friday—there are certain days that you will be unable to work due to scheduled University holidays. These are days when University offices are closed.

Official University Holidays for the 2017–2018 Academic Year:

Labor Day	September 4, 2017
Thanksgiving Break	November 23–24, 2017
Holiday Break	December 25, 2017 – January 2, 2018
Martin Luther King Day	January 15, 2018
Memorial Day	May 28, 2018

NOTE: Winter Session and Spring Recess

Winter Session

Please meet with your supervisor to discuss and request approval for your work schedule during Winter Session. Communicate your plans in writing via email by Friday, November 10 to IPA's Mentor-in-Chief (Lisa Moreland: lisamk@udel.edu).

Spring Recess

Undergraduate Public Administration Fellows are obligated to work through Spring Recess (March 26–April 1). University offices are open during this period. However, IPA's Director has granted this time off for IPA Public Administration Fellows.

- **Illness**

Please contact the IPA Office Supervisor (Nell Downer at 831-8971) and your project supervisor(s) before 9:00 a.m. on any day that you are unable to report for work due to illness.

- **Request for Extended Leave**

IPA's Director and your project supervisor(s) may approve requests for extended time off (up to 10 hours) during any term or semester. Exceptions to this 10-hour limitation may be made for exceptional reasons such as approved academic activities. Your Request for Extended Leave form must be approved by your supervisor and IPA's Director and submitted to IPA's Mentor-in-Chief (Lisa Moreland) and Office Supervisor (Nell Downer) at least two weeks in advance. Work time lost during an extended leave must be made up within four weeks of your return, based on a schedule approved by your supervisor(s).

- **Daily Duties—UDTime and In/Out Chart**

Each day you will be responsible for logging in/out of UDTime to account for the number of hours/week you are working. You are not required to make up lost work hours due to absence or illness as you will only be paid for the hours you work. Exceptions can only be made in the event (1) you've missed hours due to an approved absence, (2) your supervisor deems that the hours need to be made up, and (3) the hours to be made up are approved by your supervisor.

Sign the In/Out Chart each day when you arrive and when you leave. In/Out Charts are located in Graham 180 and in the DGS Annex. They serve to identify whether or not you are physically in your office for phone messages and/or meetings and are also used as a record for pay purposes. If you do not come in to the office on a particular day, do not sign in. In general, sign out if you will be out of the office for more than fifteen minutes. Please check with your project supervisor(s) to find out his/her preference regarding signing out for lunch. If a discrepancy arises regarding your work hours, the sign-in sheet will be considered the official document we reference to review your work hours. No privately maintained record of work hours will be accepted.

Mailbox Folder

In addition, there is a mailbox folder for each Undergraduate Public Administration Fellow in Graham 180 that you must check daily for any telephone messages, faxes, or mail.

Your supervisor will discuss with you any deviation from these instructions.

- **Front-Desk Duties**

A calendar based on work schedules will be created for students to take turns sitting at the front desk in 180 Graham Hall. The responsibilities are minimal (e.g., answering the phone, distributing the mail, etc.), so you will be able to work on your ongoing projects. Your supervisors have been notified that you will be taking part in this schedule. **IMPORTANT:** If a faculty or staff member (besides Dr. Lewis or Nell Downer) asks for your help on a substantial project, please reply that you need to check with your supervisor(s) to see if the additional assignment will fit within your current workload.

If, for some reason, you have a scheduling conflict, it is your responsibility to find your replacement. Contact your peers to find a back-up. Please be open to serving as someone's back-up—what goes around, comes around! If no back-up can be arranged, be sure to contact Nell Downer (ndowner@udel.edu). Thank you for your willingness to pitch in!

II. Professionalism and Accountability in the Workplace

- **Professionalism**

As an Undergraduate Public Administration Fellow you will work on highly valued public service and research projects. You will learn about a wide range of important public policy issues and have a unique opportunity to acquire powerful research and public management skills. As an Undergraduate Public Administration Fellow, you are an integral part of the staff and represent the IPA both within the University community and in your dealings with other professionals in state and local government. You will be expected to take part in campus, local, state, regional, and national professional development meetings and events. Appropriate behavior and attire (please see "Appropriate Dress") are signs of professionalism. Punctuality and preparedness are other important indicators. In short, your appearance and demeanor reflect not only on you as a future leader, but also on IPA and the University of Delaware. If you are in doubt regarding appropriate behavior or dress, it is best to consult your supervisor, IPA's Mentor-in-Chief, or other IPA staff member.

- **Political Activism**

As an Undergraduate Public Administration Fellow you have the opportunity to gain practical experience and earn an hourly wage while pursuing your degree. The nonpartisan, and often sensitive, nature of IPA's work requires that our staff and students remain as objective as possible in their efforts. Public Administration Fellows are discouraged from engaging in political activities such as writing letters to the editor, running for office, lobbying, or promoting a political agenda. These are examples of activities that might negatively affect IPA relationships with partner agencies or appear as conflicts of interest. If you are considering participation in any activity that might fall into this category, see IPA's Director.

- **Work Assignments**

IPA's Mentor-in-Chief, Lisa Moreland, will assign you to a project supervisor who will work with you to determine project time lines and define performance standards. Project assignments will be based on IPA's needs and, when possible, will take your interests into consideration. In addition, the IPA has a substantial amount of support work (e.g., project mailings, photocopying, etc.) in which all staff will be expected to assist with from time to time.

- **Accountability**

The work you perform must be reported accurately. You will be responsible for submitting monthly reports and a career development plan (see below). Failure to submit these documents in a timely manner is grounds for a negative evaluation.

- **Monthly Reports**

Monthly reports, saved as your last name only (e.g., "Smith.doc"), must be submitted electronically on or before the due date listed in the handbook via email to IPA's Mentor-in-Chief (Lisa Moreland: lisamk@udel.edu), your project supervisor(s), and IPA's Office Supervisor (Nell Downer: ndowner@udel.edu). These reports are used for providing feedback on project activities and billing charges to specific projects. The following are provided in the Undergraduate Public Administration Fellows Handbook: list of due dates, monthly report form, sample monthly report, end-of-semester evaluation form, and performance indicators. Please review these materials as they will be used as guides to evaluate your performance.

- **Career Development Plans**

Career Development Plans, saved as your last name only (e.g., "Smith.doc"), should be submitted on or before the due dates listed in the handbook via e-mail to IPA's Deputy Mentor-in-Chief (Julia O'Hanlon: jusmith@udel.edu), your project supervisor(s), and IPA's Office Supervisor (Nell Downer: ndowner@udel.edu). These plans are used to foster and enhance IPA students' professional experiences and activities through IPA meetings/trainings and professional development workshops offered by the University or SPPA, as well as local, regional, and national networking and educational opportunities. They also encourage participation in opportunities that will assist in long-term career development. Students should plan for these activities in advance, as they are conditions above and beyond regularly scheduled project-related activities, meetings, or events.

Required Activities

Annually, IPA Undergraduate Public Administration Fellows are expected to:

- Attend IPA meetings/trainings or professional development workshops offered by SPPA.
- Make a presentation at, volunteer for, or attend *at least one* work-related on-campus or local conference, workshop, training session or event (may include IPA-sponsored events).

- Become a member (or maintain membership if already a member) of *at least one* local [e.g., Delaware Association of Public Administration (DAPA), Delaware Section of the American Water Resources Association (DE AWRA)], regional, or national [e.g., American Society for Public Administration (ASPA), American Water Resources Association (AWRA), or American Planning Association (APA)] professional development organization.

Recommended Activities

In addition to the required activities listed above, IPA encourages its students to participate in other work-related meetings or events. Examples include on-campus brown bag discussions, guest lecturers, and other project-related meetings.

- **IPA Mandatory Meetings/Trainings**

Meetings and trainings may be scheduled by the IPA Deputy Mentor-in-Chief to discuss issues relating to office procedures, project status, professional development topics, and work progress. In addition, professional development workshops may be offered by SPPA. **Attendance is mandatory for all Undergraduate Public Administration Fellows. Permission to miss any IPA meeting/training or SPPA workshop must be requested in writing to IPA's Deputy Mentor-in-Chief (Julia O'Hanlon: jusmith@udel.edu) one week prior to the scheduled meeting date.**

Schedule

IPA meetings/trainings will be scheduled around students' class/work schedules. A tentative schedule for the fall 2017 semester is listed below:

September – “Stylin’ I”

October – “Stylin’ II”

In addition, you may be asked to attend IPA events such as forums, workshops, and lectures from time to time. While it is not mandatory that you attend these events, your participation will further add to your experience as an IPA Undergraduate Public Administration Fellow and your professional development.

- **Performance Review**

We expect you to succeed and we want you to do your very best in all your assignments. Your project supervisor(s) will meet with you at the beginning of each semester to develop your *Work Plan* and *Career Development Plan*. Throughout the year, you and your supervisor will review and update your assignments. Your progress will be monitored both through these meetings and your submission of monthly reports (see *Sample Monthly Report*, *Monthly Report* form and *Monthly Report Due Dates*). Your supervisor(s) will also evaluate your performance at the end of each semester by completing the *Professional Development Evaluation* form. You are responsible for initiating your *Public Administration Fellow Professional Development Evaluation* form, starting with the “Self-Appraisal Worksheet,” and meeting with your supervisor(s) to discuss your evaluation. The Professional Development Evaluation form provides opportunities for supervisor assessment and student input and feedback. Also included in your handbook is the *Performance Indicators Guide*. Use the performance indicators as a guide for your performance. Your supervisor(s) will use the indicators to evaluate your performance. Where progress is not satisfactory, your project supervisor(s) and IPA's Mentor-in-Chief will meet with you to develop strategies for improvement. Failure to make satisfactory progress in meeting performance standards may jeopardize your continuation as an Undergraduate Public Administration Fellow.

- **Termination**

Your employment may be terminated on or before the expiration of the academic year for conditions including (but not limited to):

- (1) Failure to perform assigned duties in a satisfactory manner as determined by the supervisor, Mentor-in-Chief, or IPA's Director.
- (2) Misconduct as determined by the supervisor, Mentor-in-Chief, or IPA's Director.
- (3) Delinquency in academic work as determined by your academic advisor or IPA's Director.

III. Work Guidelines

- **Appropriate Dress**

As an integral part of IPA's staff, you represent the University community as an ambassador in your dealings with public officials and citizens. Your attire should reflect the University's, as well as your own, high standards of professionalism. In dress, as in other business conduct, judgment, good taste, and sensitivity to colleagues and the public are important. As a general rule, business dress is expected. Clothing should be clean and pressed, not distracting, tight, or revealing. Please refrain from exposed midriffs, excessive cleavage, and visible undergarments. Faded or torn clothing, t-shirts, sweat suits, halters, tube or tank tops, crop tops, shorts, flip-flops, and baseball caps are not appropriate. When in doubt, tend toward more conservative dress or ask your supervisor.

- **Office Space & Keys**

You will be assigned an office space in Graham Hall or in the Planning Services Group/Water Resources Agency (WRA) offices in the DGS Annex. It is expected that you will complete your weekly hours from your designated office. Desks, telephones, and computers are available in these rooms for your use, but must be shared. You will be assigned space to store project materials and personal items. Please remember to clean any messes you have made and secure your office (e.g., doors, windows, etc.) when you leave the room. We will need everyone's cooperation to maintain a secure, quiet, professional, and productive environment.

Equipment and office space is for project work only and not for personal use or coursework. Please do not affix anything to the furniture or walls (e.g., bumper stickers, posters, etc.) without prior approval from IPA's Director. **Please park bicycles in designated areas outside your office building.**

Use of office space for group study sessions is not permitted and should be conducted elsewhere; there are a number of computer labs on campus that are available for your coursework such as rooms 189, 190, the Roundhouse, and Morris Library.

If you require a meeting room or conference facility for an IPA project, please promptly submit a *Meeting Room Request* form to the IPA Office Supervisor. Students working in the DGS Annex should check the sign-up sheet that is posted.

Office keys may be obtained from the IPA Office Supervisor in Room 180 after submitting the *IPA Key Agreement and Issuance* form. No deposit is required for the keys, however you will be assessed a fine in the amount of \$40 should you fail to return them to the IPA Office Supervisor by the end of your contract period. Keep in mind that no one other than those assigned keys should work in your office.

- **Travel Policies and Reimbursement Requests**

Driver's License Audit

All IPA students are requested to complete a driver's license audit. Please contact the Office Supervisor (Nell Downer: ndowner@udel.edu).

Request for Travel

Permission to travel to work on an IPA project should be requested by completing the School of Public Policy & Administration's *Student Travel Request Form*, which is available from the School. **Please submit your completed form to IPA's Administrative Assistant (Sherri Martinez) who will forward your request to IPA's Director for "center approval" before submitting the final request to the School's Diana Simmons. IPA's Administrative Assistant will advise you with regard to how your travel expenses (e.g., registration, travel, hotel, meals, etc.) should be paid and the reimbursement process.**

Request for Vehicle

If you have completed your driver's license audit, you are eligible to request the use of IPA's vans for work-related purposes. The *Request for Vehicle* form should be submitted—after your request for travel has been approved—to IPA's Office Supervisor (Nell Downer) to reserve an IPA vehicle, which you may sign out if it is available. Students working in the DGS Annex may check the sign-up sheet for the WRA vehicle to see if it is available; if it is available, please indicate your reason for use on the sheet.

If IPA/WRA vehicles are not available, IPA's Office Supervisor can arrange a University Motor Pool vehicle for your use. Vehicles rented from Motor Pool do not have EZ Pass. Therefore, tolls must be paid by the driver and the driver will need to request reimbursement. For information regarding the University's Motor Pool policies, please visit http://www.udel.edu/transportation/motorpool_policies.html#motrrental. The site also provides information about what to do in the event you are involved in an accident in a Motor Pool vehicle.

Operating a University or IPA Vehicle

Please do not make any calls, text, or change music on your phones while driving. The vans are marked as state vehicles, and concerned citizens will call to report unsafe driving. Please do not speed. **NOTE:** All fines for traffic violations as well as repairs to personal vehicles used for work-related purposes are representative of expenditures that will not be reimbursed under University policy. In this way, neither the University of Delaware nor IPA is responsible for any traffic or parking violations that are received by students while operating a University vehicle. Fellows are responsible for all traffic and parking tickets, fines, and points issued to them. Be safe!

Please return your IPA/WRA vehicle with a full tank of gas. A gas card is located in the vehicle's glove box and must be returned with the gas receipt. IPA Public Administration Fellows have been assigned a PIN for the gas card. Please see the IPA's Office Supervisor for the PIN. **Also, remember to record the mileage for the trip, clean any messes you have made (i.e., do not leave trash—including coffee cups and papers—or personal items in the van), and promptly return your keys.**

Maintenance Issues with IPA Vehicles

If you encounter a maintenance issue with the van, please (1) notify the IPA Van Managers, Leann Moore (lmoore@udel.edu) and Chris Kelly (cgkelly@udel.edu) and (2) note the issue on the mileage record.

Reimbursement Request

In the event you need to travel by personal vehicle, please submit the *Personal Vehicle Use Request Form* to your supervisor and IPA's Director or Mentor-in-Chief for *prior* approval.

The following conditions are required for reimbursement due to personal vehicle use:

1. Public Administration Fellow requested the use of an IPA or University vehicle and none was available.
2. Public Administration Fellow secured permission from his or her supervisor and IPA's Director or Mentor-in-Chief prior to traveling by personal vehicle.
3. Public Administration Fellow completed an online Business Expense Request (BER) – Reimbursement form (UD Web Forms) within three days of your travel. Please designate IPA's Administrative Assistant (Sherri Martinez) as the drafter of the BER.

If approved, your mileage will be reimbursed at the rate approved by the University. **Any forms not submitted in a timely fashion may jeopardize your reimbursement. Please see IPA's Administrative Assistant if you have a question about the BER process.**

Reimbursement for Meals

Usually, meals purchased in-state while conducting project-related work are not approved for reimbursement. Expenses incurred for meals purchased while attending an event (e.g., meeting) with professionals (non-University) or conducting project-related work out-of-state may be reimbursed if prior approval is granted by IPA's Director and your supervisor(s).

University Policy on Alcoholic Beverages

The University prohibits alcohol intoxication (regardless of age); the unauthorized possession, use, consumption, manufacture, sale, or distribution of alcohol; and driving while impaired due to alcohol consumption. IPA does not condone or sponsor the consumption of alcohol during work hours. No individual employed by the University, guest, or visitor shall possess or consume alcoholic beverages except at social events at which alcoholic beverages have been approved and to which the individual has been invited. The University accepts no responsibility for the possession, use, consumption, manufacture, sale, or distribution of alcoholic beverages by students off-campus, including at events or functions sponsored in whole or in part by one or more student organizations or individuals. A student hosting or attending an off-campus function should be aware of the applicable laws regarding alcohol and should be aware that the University may also pursue student conduct charges upon the student for such behavior. For further information, please review the *University of Delaware Student Code of Conduct* at <http://www.udel.edu/stuguide/14-15/code.html#alcohol>.

- ***FICA***

If you graduate before your contract end date—such as in the case of Legislative Fellows—the University will be required to withhold FICA taxes.

- ***Filing***

Your supervisor has the ongoing responsibility for IPA's project files. You must turn over all of your project files to your supervisor at the conclusion of the project. Electronic files also should be transferred to your supervisor and marked with the appropriate file name.

- ***Editing and Publishing IPA Research***

IPA utilizes a Procedure/Routing Form to help plan, assess, and approve print publications

generating from IPA, including its sub-units. The Procedure/Routing Form is available online or in 180 Graham Hall.

An important part of publishing at IPA, whether in print or on the Web, is quality content. There are online resources to help you with style, format, and editing techniques. All material to be published should be peer-reviewed, ideally by your supervisor. The final—not rough—draft should be submitted to an IPA staff editor (Lisa Moreland or Sarah Pragg) for editorial review. It is critical that staff editors be given enough time to carefully review your document, make recommendations, and return comments and suggestions for necessary corrections. Time must be allotted, also, for the actual production of the publication. (Time needed depends on the type of publication.)

If you would like further information on or have a question about the IPA publication process, contact Sarah Pragg at pragg@udel.edu.

IV. Resources

- **Computer Use**

Computers are available in Graham 177, 178, 179, and 192 as well as the DGS Annex for project use only by IPA Public Administration Fellows assigned to those rooms. ONLY IPA PUBLIC ADMINISTRATION FELLOWS will be provided login access to computers in these rooms. New IPA Public Administration Fellows should submit the *Request for Computer Use form to IPA's Mentor-in-Chief for approval and processing.* Students assigned to computers in the DGS Annex will receive additional instructions about policies from their supervisors. Again, your assigned computer should only be used for IPA work-related assignments. There are a number of computer labs on campus that are available for your coursework and personal email use. Computers should not be modified in any way—except updates for Java, Adobe Acrobat and Microsoft Windows (until further notice)—without prior approval (see IPA's Mentor-in-Chief). IPA does not permit the addition of software or languages, the downloading of browser plug-ins, setting or keyboard modifications. Computer hard drives will be reformatted periodically to encourage proper use. Undergraduate Public Administration Fellows working in Graham Hall should email IPA's Office Supervisor (Nell Downer: ndowner@udel.edu) when assistance is required with an IPA computer or printer; Undergraduate Public Administration Fellows working in the DGS Annex should contact their supervisors in the event assistance is required for their computers or printers.

- **IPA Web Site: www.ipa.udel.edu**

IPA's website is set up as an internal resource as much as it is for the clients IPA serves. There are several pages on the site that should be of particular interest to IPA Public Administration Fellows. The "resources for current students" link on IPA's homepage is where you'll find links to pertinent IPA information for students and University-level resources. There is also an IPA-affiliated student directory page on the site that lists students' office location, phone and fax numbers, email address, undergraduate degree, and current program focus. Please contact IPA's Webmaster (Sarah Pragg: pragg@udel.edu) to create or update your student information on IPA's site. As a student, it would be to your advantage to familiarize yourself with IPA's website. You might want to bookmark pages and/or designate the website as your default homepage.

- **Public Administration Fellow LinkedIn Profiles**

In the past, Public Administration Fellows were required to create an online portfolio, or eFolio, to document their employment and showcase their professional skills. Understanding technological advances and the importance of an online professional presence, IPA now requires fellows to

maintain a LinkedIn profile. A directory of current students will be maintained on the IPA webpage, providing contact information and a connection to your LinkedIn profile.

Some students may already have a LinkedIn profile; however, it is necessary to update it to reflect IPA's standards as well as the fellow's current work. The process of creating and maintaining a professional profile involves reflection—itself a valuable product. In developing a profile, you must evaluate your professional development and coherently organize samples of your work. This self-assessment helps you develop a deeper understanding of your experiences and the interconnections between academic concepts and real-world issues. By nature of the website, your profile is designed to evolve with your career development and may be updated to enhance its timeliness and portability. Through LinkedIn, you can demonstrate your writing skills and list leadership, experiences, accomplishments, and proficiency with computer applications. The content of your pages may include completed courses, syllabi, performance reviews, awards, certificates, press releases, and downloadables such as papers, reports, articles, and presentations.

LinkedIn is not a platform solely for self-promotion, but also for networking and keeping in contact with colleagues. Fellows are required to join the “Institute for Public Administration at the University of Delaware” group on LinkedIn, and it is recommended they join the SPPA group as well. We recommend that fellows connect with at least five other Public Administration Fellows, as well as IPA staff members.

IPA's Public Administration Fellows' LinkedIn profiles function as a “resume with an appendix,” providing potential internship supervisors or employers an opportunity to see what they have to offer—beyond an initial interview. The profiles also offer prospective students a snapshot of life as an MPA student working in IPA. Prospective students can learn about what skills and experiences IPA's Public Administration Fellows have acquired, and what tangible products they have to show for their efforts.

A sample of a well-developed LinkedIn profile will be provided for your reference.

- **Locating Student Forms**

All IPA Public Administration Fellows should be familiar with how to access the following forms from IPA's Handbook and website (www.ipa.udel.edu/intranet/forms). Access the IPA Intranet by entering your ARTSCINET credentials (the username and password you use to log on to College of Arts & Sciences computers). If you do not have an ARTSCINET account, contact our Computing Support Specialist (Demetrius Pinder: dpinder@udel.edu). From the Intranet Index, click on “IPA-Affiliated Students” to find the following documents:

- **IPA Student Handbooks – for Graduate/Undergraduate Public Administration Fellows**
- Due Dates (Adobe PDF)
- Graduate Performance Appraisal Form – fall semester (Microsoft Word)
- Graduate Performance Appraisal Form – spring semester (Microsoft Word)
- Undergraduate Performance Appraisal Form – fall and spring semesters (Microsoft Word)
- Graduate Public Administration Fellows Class/Work Schedules Form (Adobe PDF)
- Undergraduate Public Administration Fellows Class/Work Schedules Form (Adobe PDF)
- IPA-customized UD PowerPoint Template – blue background (Microsoft PowerPoint)
- IPA-customized UD PowerPoint Template – white background (Microsoft PowerPoint)

Within the **Graduate/Undergraduate Public Administration Fellows Handbooks**, brief explanations of and templates for each of the following forms can be found:

- Request for Vehicle Form
- Request for Personal Vehicle Use Form
- Request for Extended Leave Form
- Request for Computer Use Form
- Graham Hall Meeting Room Request Form
- Key Agreement and Issuance Form
- Work Plan Form
- Monthly Report Form
- Career Development Plan Form (use for both December and May)
- Public Administration Fellow Policy Agreement

- **Training – Human Subjects in Research**

Training for the protection of human subjects in research is required for all researchers (faculty, students, and staff) who will be interacting directly with research participants or who will have access to identifiable private information. On-campus general training sessions are held regularly. Please see the UD Research Calendar of Events for dates, times, and locations of training. To schedule a specific training session for a class, department, or lab group (at least four people to be trained), please contact the research office at 302-831-2137 or hsrb-research@udel.edu.

Training also can be completed online through the CITI Program. To complete online training, register at the CITI program site and affiliate with the University of Delaware. Depending on your field of study, select either the Biomedical or the Social and Behavioral Basic Human Subjects course. You must then select the Learner Group that corresponds to your current status at the University. To successfully complete training you will have to pass all required modules with a minimum passing grade of 85% on each module. Once you have completed all training requirements, you will receive a completion report. A copy of the completion report is automatically sent to the Research Office.

- **Email**

An email system is available on campus, and you are expected to check your University email daily. Please use your University email address for all project work and correspondence. **Personal email should not be conducted on IPA computers or during work hours.** You will want to select a username that is appropriate for business use. Include your University email address in the signature you create that is inserted automatically at the bottom of your outgoing email messages. Typically, a signature file contains information such as your name, email address, and organizational affiliation. Your email signature for work-related correspondence should approximate the following:

[Your Name]
Undergraduate Public Administration Fellow
Institute for Public Administration
University of Delaware
[Your IPA Office Phone Number]
[Your University Email Address]

- **Telephones**

Phones should be used for project work only. Check with your supervisor(s) before making international phone calls or faxes for project work. Please limit your local personal calls and **do not**

make any long-distance personal calls. Personal cell phones should be turned to “vibrate” while working (either on- or off-campus). During office hours, cell phones should be used only in the case of an emergency. Please refrain from texting or visiting non-work-related websites, such as Facebook, during work hours.

- **Office Voice Mail**

You are assigned a voice mail box number and are expected to check it daily. Because you are sharing telephones, you will need to coordinate the setup of your voice mail with other students.

- **Copy and Fax Machine Use**

These machines are for project work only. Please request the student copy code from IPA’s Office Supervisor (Nell Downer).

- **Office Supplies**

Students working in Graham Hall should see IPA’s Office Supervisor for any office supplies, while students working in the DGS Annex should check with their supervisor(s).

- **IPA’s Main Address**

Institute for Public Administration
University of Delaware
180 Graham Hall
Newark, DE 19716-7380

Telephone: 302-831-8971
Fax: 302-831-3488
Email: ipa@udel.edu
Website: www.ipa.udel.edu

V. **Non-Discrimination Statement, July 2017**

The University of Delaware does not discriminate against any person on the basis of race, color, national origin, sex, gender identity or expression, sexual orientation, genetic information, marital status, disability, religion, age, veteran status or any other characteristic protected by applicable law in its employment, educational programs and activities, admissions policies, and scholarship and loan programs as required by Title IX of the Educational Amendments of 1972, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes and University policies. The University of Delaware also prohibits unlawful harassment including sexual harassment and sexual violence.

For inquiries or complaints related to non-discrimination policies, please contact:

Susan L. Groff, Ed.D.
Director, Institutional Equity & Title IX Coordinator
305 Hullihen Hall
Newark, DE 19716
(302) 831-8063
groff@udel.edu

For complaints related to Section 504 of the Rehabilitation Act of 1973 and/or the Americans with Disabilities Act, please contact:

Anne L. Jannarone, M.Ed., Ed.S.
Director, Office of Disability Support Services
Alison Hall, Suite 130,
Newark, DE 19716
(302) 831-4643
ajannaro@udel.edu

OR contact the U.S. Department of Education – Office for Civil Rights
(<https://wdcrobcolp01.ed.gov/CFAPPS/OCR/contactus.cfm>)

Extended Leave Request Form

Your project supervisor(s) may approve requests for extended time off. **A *Request for Extended Leave* form must be submitted at least two weeks in advance. Copies of the Request for Extended Leave form must be submitted at least two weeks in advance to IPA's Mentor-in-Chief (Lisa Moreland), who will forward the request to IPA's Office Supervisor (Nell Downer).** Work time lost during an extended leave must be made up within four weeks of your return, based on a schedule approved by your supervisor(s). **Please attach a calendar showing how you propose to make up your hours.**

PLEASE PRINT

Name: _____

Days requested for leave: _____

Total number of hours requested: _____

Hours to be made up on the following dates: _____

During the leave, I can be reached at the following phone no.: _____

During the leave, I can be reached at the following email address: _____

Public Administration Fellow's Signature

Date

Supervisor's Signature

Date

Mentor-in-Chief Signature

Date

Meeting Room (185 Graham) Request Form

185 Graham Hall

NOTES:

1. Graham 185 is used primarily by IPA between 8:00 a.m. and 5:00 p.m. It is also used as a classroom and some classes are held in the evenings.
2. **Audio/Visual (A/V) Equipment Requests: You must make arrangements with IPA's Office Supervisor, Nell Downer (ndowner@udel.edu) to get access to the A/V equipment located in the room.**

Name of Public Administration Fellow: _____

Phone Number: _____

Title of Event or Project: _____

Event Date(s) _____

Beginning Time: _____ Ending Time: _____

Number of Attendees: _____

Please return this form to Nell Downer as soon as possible in advance of your event.

Request for Vehicle Form

Name of Public Administration Fellow: _____ EID: _____

Today's Date: _____ Date of Trip: _____

Destination: _____

Departure Time: _____ Return Time: _____

Purpose of Trip: _____

Project: _____

List driver(s) and passenger(s). Note: Please list the driver's license number of driver next to name.

Vehicle Assigned: _____ Keys Returned: _____

**Please return form to Nell Downer as soon as possible,
but no later than one day in advance of the trip.**

IPA Key Agreement and Issuance Form

PLEASE PRINT CLEARLY.

Name: _____

Employee ID No.: _____

Room Numbers for Requested Keys: _____

TERMS OF ISSUANCE:

I hereby acknowledge receipt of the key(s) described above and agree that:

- I will not lend the key.
- I will not permit the key to be duplicated.
- I will immediately report its loss to the IPA Office Supervisor.
- I will return the key to the IPA Office Supervisor when it is no longer needed for my University duties.

SIGNATURES:

Signature of Public Administration Fellow Date: _____

Signature of IPA Office Supervisor Date: _____

KEYS RETURNED:

Date: _____ _____
Public Administration Fellow Signature

Date: _____ _____
IPA Office Supervisor Signature

KEYS REPORTED LOST:

(Student will be fined for keys not returned or lost and also for core changes.)

Date: _____ Disposition: _____

Request for Computer Use

Name: _____

UDelnet ID (“_____@udel.edu” email address): _____

Supervisor: _____

Terms & Conditions

Instructions: Please read and initial each term and condition.

_____ I understand that use of the IPA computers by IPA Undergraduate Public Administration Fellows assigned to specific offices is a privilege, and I have no rights to use computers for personal reasons or the right to use computers in other IPA offices.

_____ I agree to maintain the security of the IPA’s computers.

_____ I agree to use my username only, and I will not allow others to use my account to access IPA computers.

_____ I agree to use IPA computers and network file space for project work and IPA-related emails only.

_____ I agree to logout when I finish my computing session.

_____ I agree to not install any software, download any browser plug-ins, modify any operating system parameters, undermine any security features, add any language support for any program, modify any hardware or keyboards, or change any configurations. I understand that all modifications—except updates for Java, Adobe Acrobat and Microsoft Windows (until further notice)—must be done by the system administrator.

_____ I agree to not copy any software.

_____ I understand that the violation of any of these rules will cause the suspension or modification of my privileges to use IPA computers.

_____ I understand that the violation of any of these rules may affect my performance appraisal as an Undergraduate Public Administration Fellow at IPA.

_____ I understand that computer hard drives may be reformatted periodically to encourage proper use.

Public Administration Fellow: _____ Date: _____

Signature

IPA Mentor-in-Chief: _____ Date: _____

Approval Signature

Due Dates

September	Work Plan LinkedIn Profile (Create/Update)	Friday, September 29
October	Monthly Report	Tuesday, October 31
November/December	Monthly Report Career Development Plan LinkedIn Update (Graduating Students Only)	Friday, December 1
	Performance Appraisal Form	Friday, December 8
January	Monthly Report	Wednesday, January 31
February	Monthly Report	Wednesday, February 28
March	Monthly Report	Friday, March 30
April/May	Monthly Report Career Development Plan – Final LinkedIn Update	Friday, May 4
	Performance Appraisal Form	Friday, May 11



CONFIDENTIAL

INSTITUTE FOR PUBLIC ADMINISTRATION UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW PERFORMANCE APPRAISAL

This appraisal provides a written record of the Undergraduate Public Administration Fellow's major job responsibilities and the supervisor's assessment of that performance. Supervisors are urged to be frank in their evaluation both for the student's benefit and to provide the clearest possible representation of your expectations. This appraisal will be used to determine the student's job assignments and will become part of the his or her permanent file. Copies of the completed appraisal may be provided to the student and supervisor upon request.

UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW:		
SUPERVISOR:	SUPERVISOR (IF MORE THAN ONE):	DATES OF APPRAISAL: December/May

Section I is to be completed by the Undergraduate Public Administration Fellow being evaluated.

I. MAJOR RESPONSIBILITIES. List the major projects and tasks you completed in order of the level of effort you devoted to them. Also, describe how your assignments enhanced your learning. After you complete this section and the Self-Appraisal Worksheet on the last page, forward this form to your supervisor.

Sections II, III, and IV are to be completed by the Undergraduate Public Administration Fellow's designated supervisor.

II. SUPERVISOR'S REVIEW OF RESPONSIBILITIES. Review the above list of major projects and tasks and note your concurrence or comment on any additions, deletions or changes in priority that you feel are appropriate.

III. PERFORMANCE FACTOR RATINGS. Using the following definitions, check the box that most closely describes the Undergraduate Public Administration Fellow’s performance for each of the required performance factors.

- ABOVE STANDARD: Met all standards for the factor and in most instances exceeded them.
- AT STANDARD: Met all standards for the factor and in some instances exceeded them.
- BELOW STANDARD: Failed to meet most standards for the factor or met them only partially.
- UNABLE TO OBSERVE: Inadequate opportunity to observe or factor not applicable to assigned duties.

FACTOR		ABOVE STANDARD	AT STANDARD	BELOW STANDARD	UNABLE TO OBSERVE
1.	QUALITY OF WORK Consider accuracy, thoroughness, effectiveness.				
2.	FLEXIBILITY Consider performance under pressure and handling of multiple assignments.				
3.	INITIATIVE Consider the extent to which the individual sets own constructive work practice and recommends and creates new procedures.				
4.	DEPENDABILITY Consider the extent to which the individual completes assignments on time and carries out instructions.				
5.	INTERPERSONAL RELATIONS Consider the extent to which the individual is cooperative, considerate, and tactful in dealing with staff and other students, especially in a team environment.				
6.	ORGANIZATION Consider the extent to which the individual's projects are conceived, analyzed, and carried out systematically.				
7.	COMMUNICATION ABILITIES Consider the extent to which the individual's thoughts are clearly and expressed.	a. Written			
		b. Oral			
8.	FACING ISSUES Consider the extent to which the individual handles unpleasant issues and seeks to resolve them by constructive action.				
9.	UTILIZATION OF TECHNOLOGY Consider the degree to which the individual has utilized technology effectively (to the extent that the work assignment permitted) or recommended new and useful applications of the same.				

IV. SUPERVISOR COMMENTS. Comment on the student's strengths and weaknesses. Also, indicate whether student has exhibited appropriate conduct (e.g., language, dress, etc.) Your comments will be used to determine the eligibility of student for attending professional development events (e.g., workshops and conferences). For continuing students, provide your recommendation as to whether the student should be granted an extension to continue her/his current position. For graduating students, provide indicate whether you would be willing to serve as a reference or provide a positive letter of recommendation.

Comments:

For Non-Graduating Students – Recommendation for Reappointment: Yes No Probationary*

(*Requires student preparation and supervisor approval of a plan detailing action steps to be taken by student toward improvement.)

For Graduating Students:

Would you be willing to serve as a reference or provide a positive letter of recommendation: Yes No

SUPERVISOR SIGNATURE: *Sign and give form to Undergraduate Public Administration Fellow.*

Date

V. UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW COMMENTS. This section may be used to comment on the appraisal and other observations recorded on this form.

UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW SIGNATURE: *Sign and submit to Lisa Moreland, IPA Mentor-in-Chief, within 24 hours of receipt from supervisor.*

Date

VI. MENTOR-IN-CHIEF COMMENTS. Additional comments regarding the Undergraduate Public Administration Fellow's performance, including the timely submission of monthly reports and LinkedIn updates, compliance with the sign-in sheets and other forms, and attendance at mandatory training sessions and meetings.

Comments:

For Non-Graduating Students – Recommendation for Reappointment: Yes No Probationary*

(*Requires student preparation and supervisor approval of a plan detailing action steps to be taken by student toward improvement.)

For Graduating Students:

Would you be willing to serve as a reference or provide a positive letter of recommendation: Yes No

MENTOR-IN-CHIEF SIGNATURE: <i>Sign and forward form to Dr. Jerome Lewis, IPA Director.</i>	Date
<p>VII. DIRECTOR'S ACTION. The IPA Director may, on the basis of the completed Job Performance Appraisal, approve or deny extension of the Undergraduate Public Administration Fellow's work contract or specify terms for continuation.</p> <p>Comments:</p> <p>For Non-Graduating Students – Recommendation for Reappointment: Yes No Probationary* (*Requires student preparation and supervisor approval of a plan detailing action steps to be taken by student toward improvement.)</p> <p>For Graduating Students: Would you be willing to serve as a reference or provide a positive letter of recommendation: Yes No</p>	
IPA DIRECTOR SIGNATURE:	Date

NON-GRADUATING UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW SELF-APPRAISAL WORKSHEET

The self-appraisal worksheet is designed to encourage constructive discussion between you and your supervisor about your job performance, needs, and challenges. The more involved you are, the more effective the performance appraisal interview is likely to be.

UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW:

CLARITY OF PROJECTS AND RESPONSIBILITIES. Do you feel that the expectations of your job were clearly described? If not, describe what actions you took to obtain clarification.

ACCOMPLISHMENTS. Identify one or two accomplishments during the semester that enhanced your job performance or skills.

GOAL SETTING. List one or two primary goals for the coming semester that you believe will enhance your job performance or career pursuit.

FUTURE PROJECTS. How well do your projects align with academic and professional interests? What kind of projects (or aspects of projects) would be more closely aligned?

GRADUATING UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW SELF-APPRAISAL WORKSHEET AND SURVEY

The self-appraisal worksheet is designed to encourage constructive discussion between you and your supervisor about your job performance and professionalism. The more involved you are, the more effective the performance appraisal interview is likely to be in helping you to reflect on your strengths and weaknesses as you begin your career. The survey will be used to garner your feedback on improving IPA's student experience.

UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW:

CLARITY OF PROJECTS AND RESPONSIBILITIES. Do you feel that the expectations of your job performance for the semester were clearly described? If not, describe what actions you took to obtain clarification.

ACCOMPLISHMENTS. Identify one or two accomplishments this semester that enhanced your job performance or skills.

GOAL SETTING. List one or two primary goals that will enhance your future job performance or professionalism.

FEEDBACK ON IPA STUDENT EXPERIENCE. This section is designed to encourage feedback about IPA's student experience. Please answer each of the following questions thoroughly and honestly. Your comments and suggestions will be taken into consideration for IPA's continuous effort to improve the student experience.

IPA STUDENT EXPERIENCE:

1. What attracted you to the University of Delaware? IPA?

2. What has your experience been like as an undergraduate student working at IPA?

3. Do the methods of evaluation (i.e., monthly reports and end-of-semester evaluations) provide a proper measure of your performance and professionalism?

4. What opportunities (e.g., conferences, workshops, etc.) have been available to you as a result of your association with IPA?

5. Why would you recommend IPA to prospective students?

6. What advice would you give to a student who is considering joining the IPA?

—CONTINUED ON NEXT PAGE—

FEEDBACK ON IPA STUDENT EXPERIENCE (CONTINUED).

IPA ALUMNI CONNECTION (FOR GRADUATING STUDENTS):

7. What immediate and future career plans do you have?

8. What is your permanent email address (not “@udel.edu”)?

9. What kinds of IPA-related events or activities do you want to be informed about as an alumnus/a?

10. Do you have ideas on ways IPA can best serve you as an alumnus/a (e.g., communication methods, events, etc.)?

11. Would you be willing to provide us with updated contact information at least annually or whenever you have a change in your contact information (e.g., email address, job title, name change, etc.)?

—THANK YOU AND CONGRATULATIONS—

Work Plan Form

Name:

Project Supervisor(s):

Instructions:

- 1) In the order of priority, describe the project and the tasks to be completed.
- 2) Define in what form the final product or service should be completed or submitted (e.g., written report, oral presentation, etc.).
- 3) Determine when tasks/activities of the project will occur & when the final product will be due (e.g., on-going, December 14th).
- 4) Update and make changes to this work plan as needed throughout the semester.
- 5) Use this work plan as a reference and/or guide to complete monthly reports (Undergraduate Public Administration Fellow) and semester evaluation (Supervisor).

Title	Description	Tasks	Target Due Dates	Expected Product
A:				
B:				
C:				
D:				
Comments:				

Please save your file as your last name only (e.g., "Smith.doc") and submit it via email according to the Due Dates listed in the Handbook.

Remember to create or update your IPA LinkedIn Profile by the Due Dates listed in the Handbook.

Monthly Report Form

Name:

Project Supervisor(s):

Instructions:

Please use the work plan you have developed with your supervisor(s) to describe the projects you are working on and indicate changes to and the progression of work assignments each month. **Submit the latest version, which will include past monthly entries.**

Project Title(s)	October	November/December	January
Project A:	Number of Hours:	Number of Hours:	Number of Hours:
Project B:	Number of Hours:	Number of Hours:	Number of Hours:
New Accomplishments:			
Note(s):		Graduating Students: Remember to update your LinkedIn profile.	

Do not hesitate to include with this email attachment any concerns you may have regarding workload issues (e.g., too much work/not enough work/confusion about project direction) and/or suggestions for improvement.

Please complete your Monthly Reports, saving your files as your last name only (e.g., “Smith.doc”), and submit them via email according to the Due Dates listed in the Public Administration Fellow Handbook.

Monthly Report Form

Name:

Project Supervisor(s):

Instructions:

Please use the work plan you have developed with your supervisor(s) to describe the projects you are working on and indicate changes to and the progression of work assignments each month.

Project Title(s)	February	March	April/May
Project A:	Number of Hours:	Number of Hours:	Number of Hours:
Project B:	Number of Hours:	Number of Hours:	Number of Hours:
New Accomplishments:			Remember to update your LinkedIn profile!

Do not hesitate to include with this email attachment any concerns you may have regarding workload issues (e.g., too much work/not enough work/confusion about project direction) and/or suggestions for improvement.

Please complete your Monthly Reports, saving your files as your last name only (e.g., “Smith.doc”), and submit them via email according to the Due Dates listed in the Public Administration Fellow Handbook.

Sample Monthly Report (January Submission)

Monthly Report – Fall Semester
Public Administration Fellow: Rachel Linstead Goldsmith
Project Supervisor: Eric Jacobson and Julia O’Hanlon

Instructions:

Please use the work plan you have developed with your supervisor at the beginning of the semester as a guide to (1) describe the projects you are working on and (2) indicate changes to and the progression of work assignments each month.

Project Title(s)	October	November/December	January
<p>Project A: Senior Center GIA Funding Formula Project</p> <p>Project B: Toolkit for a Healthy Delaware / Smoke-Free Policy Review</p>	<p>Number of Hours: 30 A1. Pre-site visit preparations a. Scheduled visits b. Reserved vans/prepared directions A2. Prepared for and performed 12 Senior Center visits a. Prepared files (Protocol, Forms) A3. Conducted post-visit assessments a. Draft individual assessments (12) b. Meet with other interviewer (12) c. Typed final assessments (6)</p> <p>Number of Hours: 10 B1. Updated materials: annotated bibliography, matrix, article binder B2. Contacted Wilmington Housing Authority B3. Met with State Housing Authority Policy Director (10/19/12)</p>	<p>Number of Hours: 23 A1. Rescheduled site visits after Hurricane Sandy led to six visit cancellations a. Rescheduled vans A2. Completed seven additional Senior Center visits a. Prepared files (Protocol, Forms) A3. Conducted post-visit assessments a. Drafted assessments for seven centers b. Met with other interviewer c. Created final assessment for three centers</p> <p>Number of Hours: 13 B1. Continued to update materials</p>	<p>Number of Hours: 33 A1. Finalized forms (Protocol, Forms) A2. Completed post-visit assessments a. Submitted final assessments</p> <p>Number of Hours: 7 B1. Finalized materials</p>
New Accomplishments:	I am working on a poster with Julia O’Hanlon with design assistance from Mark Deshon about the Del. funding formula to present at the Gerontological Society of America (11/17).	Presented poster on Del. Senior Center Grant-in-Aid Funding Formula at GSA Scientific Sessions in San Diego.	
Note(s):		Graduating Public Administration Fellows: Remember to update your LinkedIn profile.	

Career Development Plan

Name:

Project Supervisor(s):

Required Activities: Describe the events and activities you have attended that fulfill the requirements of your career development plan:

- Attend monthly IPA-sponsored meetings/trainings or professional development workshops offered by SPPA.
- Make a presentation at, volunteer for, or attend *at least one* work-related on-campus or local conference, workshop, or event (may include IPA-sponsored events).
- Develop and maintain *LinkedIn* profile.
- Become a member (or maintain membership if already a member) of *at least one* local, regional, or national professional development organization (e.g., DAPA, APA).

Recommended Activities: IPA encourages participation in other work-related events (e.g., brown bag discussions and guest lectures).

Required and Recommended Events/Activities	Event Title	Description	Date	Outcomes/Notes
A. IPA-Sponsored Meetings/Trainings or SPPA Professional Development Workshops				
B. On-Campus/Local Events/Activities				
C. LinkedIn Profile				
D. Memberships				

Please complete your Career Development Plan [saving your file as your last name only (e.g., “Smith.doc”)] and submit it via email according to the Due Dates listed in the Public Administration Fellow Handbook.

Sample Career Development Plan

Name: Julia Smith

Project Supervisor(s): Eric Jacobson

Required and Recommended Events/Activities	Event Title	Description	Date	Outcomes/Notes
A. IPA-Sponsored Meetings/Trainings or SPPA Professional Development Workshops	1. "Tips, Tricks, and Suggestions for Success with LinkedIn" 2. "Stylin' at IPA"	1. Attended staff-facilitated workshop. 2. Attended student- and staff-facilitated workshop on IPA writing style guide.	1. September 2. October	1 and 2. Gained tips on how to best communicate with project staff/supervisors and an understanding of the importance of project deadlines and editing.
B. On-Campus or Local Events/Activities	1. Delaware League of Local Governments Monthly Meeting 2. Delaware/Maryland APA Conference 3. College Application Month	1. Attended meeting and presented poster session related to healthy communities. 2. Volunteered at conference by assisting with registration check-in. 3. Volunteered at two Delaware high schools to assist seniors with applying to college (four hours total).	1. September 2. October 3. November	1. Gained confidence in public speaking about project work. 2. Met Delaware- and Maryland-area planners, local officials and had opportunity to talk about relative local government project work. 3. Assisted 12 students in applying to college.
C. LinkedIn Profile	1. LinkedIn Workshop 2. LinkedIn Profile	1. Attended workshop that highlighted key tips for success with LinkedIn. 2. Based on workshop, updated profile to include additional work samples and project deliverables.	1. September 2. October	1. Gained knowledge on how to strengthen professional, social networking capacity. 2. Uploaded policy brief co-authored as part of IPA project research. 3. Started to receive requests from organizations about potential volunteer and job opportunities.
D. Professional Memberships	1. DAPA 2. APA	1. Renewed DAPA for another year. 2. Became a member of APA.	1. September 2. January	1. Started to receive emails from DAPA re: current volunteer and job opportunities. Became a member of DAPA's Professional Development Committee and met several people in state agencies.

Undergraduate Public Administration Fellow Performance Indicators

The following indicators are to be used as a guide to evaluate the performance of IPA Undergraduate Public Administration Fellows. This guide may be used as a companion document to the Undergraduate Public Administration Fellow Professional Development Evaluation Form. Supervisors may want to reference the Monthly Report Form turned in by their Undergraduate Public Administration Fellow(s) that follows the progression of each assigned project and captures the tasks, skills, end products, and accomplishments achieved by the student through the semester.

Instructions for Supervisor(s):

Use the performance indicators below as a guide for rating the performance of your Undergraduate Public Administration Fellow(s) on the Undergraduate Public Administration Fellow Professional Development Evaluation Form.

Instructions for Undergraduate Public Administration Fellow:

Use the performance indicators below as a guide for your performance as an Undergraduate Public Administration Fellow in the Institute for Public Administration. Your supervisor(s) will use them as a guide to evaluate your work and professional conduct, and will discuss your evaluation with you at the end of each semester.

A series of descriptive statements are provided. Determine the appropriate rating for the Undergraduate Public Administration Fellow using this scale.

- 5= Means that the statement always describes the Undergraduate Public Administration Fellow. You rate him/her “outstanding” (top 5%).
- 4= Means that the statement consistently describes the Undergraduate Public Administration Fellow. You rate him/her “very good” (top 15%).
- 3= Means that the statement usually describes the Undergraduate Public Administration Fellow. You rate him/her “good” (top third).
- 2= Means that the statement occasionally describes the Undergraduate Public Administration Fellow. You rate him/her “satisfactory” (middle third).
- 1= Means that the statement does not describe the Undergraduate Public Administration Fellow. You rate him/her “poor” (bottom third).
- N= Means that you cannot evaluate the candidate in some particular area or item is not applicable.

Overall Accomplishment and Potential

1. Seeks and accepts added responsibility.
2. Can learn new assignments quickly.
3. Understands and follows through on directives.
4. Inspires trust of associates.
5. Shows interest and enthusiasm for assignments.

Planning, Problem Solving and Analytical Ability

1. Persists with problem until it is solved.
2. Analyzes problems well. Is thorough.
3. Is creative and insightful.
4. Plans and schedules time well.
5. Adapts to changes in work situations.

Initiative and Leadership

1. Acts decisively as needed.
2. Initiates actions independently
3. Mobilizes support from internal and external groups as needed.
4. Identifies and utilizes resources (people, materials) needed for tasks.

Communication Skills

1. Uses clear, concise and organized writing.
2. Uses confident, articulate verbal style.
3. Listens well. Clarifies and restates as needed.
4. Communicates appropriately and diplomatically; has good sense of timing and strategy.

Interpersonal Skills

1. Resolves potential work conflicts.
2. Functions well in group efforts.
3. Reflects upon the quality of completed work assignments.
4. Accepts responsibility for inadequate performance.
5. Perceives and reacts sensitively to needs of others.

Undergraduate Public Administration Fellow Policy Agreement

Undergraduate Public Administration Fellow Name: _____

Degree Program, Semester, and Year: _____

TERMS OF EMPLOYMENT AS AN UNDERGRADUATE PUBLIC ADMINISTRATION FELLOW:

I hereby acknowledge the following policies set forth under my contract with the Institute for Public Administration (IPA) as an Undergraduate Public Administration Fellow as well as the expectations explained in further detail in my Undergraduate Public Administration Fellow Handbook. I understand that:

- The continuation of my employment as an Undergraduate Public Administration Fellow is contingent on satisfactory performance of assigned duties, continued academic success, compliance with the University’s Code of Conduct, and the availability of funding.
- I am an integral part of IPA’s staff, representing IPA both within the University community and in my dealings with other professionals in state and local government. It is my responsibility, therefore, to conduct my work and behavior in a professional manner.
- I am responsible for submitting my work assignments in a timely manner and communicating with my supervisor(s) or IPA’s Mentor-in-Chief about any work-related problems I encounter.
- My performance will be reviewed at the end of each semester based on the Work Plan I create with my supervisor(s) and the Monthly Reports that I submit.
- I am expected to work the entire academic year, completing approximately ten hours each week—Monday through Friday—between the hours of 8:30 a.m. and 5:00 p.m. I will log in/out each day that I am working through UTime.
- I am responsible for adhering to the work schedule that I create in consultation with my supervisor(s) and IPA’s Mentor-in-Chief, and I must request approval for any changes to that schedule in writing.
- I am responsible for submitting Monthly Reports, Career Development Plans, and Performance Appraisals on or before their due dates to the appropriate IPA staff members via email.
- I am responsible for attending all scheduled meetings and training whether I work on- or off-campus. I understand that permission to miss any IPA meeting must be requested in writing one week prior to the scheduled meeting date.

SIGNATURES:

Undergraduate Public Administration Fellow: _____

Date: _____

Supervisor: _____

Date: _____

Mentor-in-Chief: _____

Date: _____



**Institute for
Public Administration**

Institute for Public Administration

School of Public Policy & Administration

College of Arts & Sciences

University of Delaware

180 Graham Hall University of Delaware Newark, DE 19716-7380

phone: 302-831-8971 e-mail: ipa@udel.edu fax: 302-831-3488

www.ipa.udel.edu

The University of Delaware's Institute for Public Administration (IPA) addresses the policy, planning, and management needs of its partners through the integration of applied research, professional development, and the education of tomorrow's leaders.

The University of Delaware is an equal opportunity/affirmative action employer and Title IX institution.
For the University's complete non-discrimination statement, please visit <http://www.udel.edu/home/legal-notices/>