

Shawnee State University

Internship Programs

A Guide for Employers



Workforce Development

internships.now@shawnee.edu

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Mission

The primary mission of Internship Programs (IP) is to engage students in planned, educationally-related work and learning experiences that integrate knowledge and theory with practical application and skill development in a professional setting enhancing students' employability skills.

Internship Defined

The National Association of Colleges and Employers has recommended the following definition:

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 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 the employers the opportunity to guide and evaluate talent.

Common characteristics of internships include:

- A typical duration of three to nine months
- A part-time or full-time commitment
- Paid or unpaid opportunities
- Connection to an educational program with academic credit, or no connection to earning course credit

Why should an employer participate in Shawnee State's internship program?

There are many reasons why employers should consider an intern from Shawnee State University. First, students who participate in the academic internship program are working with a faculty advisor and are often registered for academic credit as part of this experience. This means that they are not only accountable to your workplace, but also to our faculty for their work.

In addition to this increased accountability, students will be developing an excellent foundation based on advanced, broad-based education and practical experience. These students are the workforce, and possibly your workforce, of the future.

Finally, your participation provides a wonderful experience for students. The classroom is just part of the education necessary for success in the real world. The practical learning of an internship provides students a great advantage as they pursue their career interests.

Benefits for employers from an internship program

- An economical recruiting tool and opportunity to train future employees. The opportunity to evaluate prospective employees while they are working for the organization can reduce significant costs in finding new talent;
- Interns bring current technology and ideas from the classroom to the workplace and therefore can increase an Organization's intellectual capital;
- Interns can be another source for the recruitment of diverse employees into your workforce;
- An internship program can supply an easily accessible source of highly motivated preprofessionals; and interns provide an opportunity for mid-level staff to learn valuable management skills.

What are my responsibilities if I accept a student intern?

As the employer of an intern, we ask that you provide a safe, educational, "real life" work experience for our students. Students are often earning academic credit for this substantive work. While interns may be used for limited clerical support or errand running, they should also be given the opportunity to experience work in your business similar to that of other full-time employees.

Most academic departments will request the workplace to provide some form of evaluation of the student's performance. This feedback helps the faculty advisor apply a grade to the internship credit. Evaluations can be in different forms depending on the intern's academic department. For example, you may receive periodic phone calls from the intern's faculty advisor. Or, you may be asked to submit an end-of-the-term evaluation or letter that could be placed in the student's portfolio or used as a letter of support.

Are student internships paid?

While we hope that you can provide some financial compensation for interns in your business, this is not a requirement. Our primary goal is to find opportunities for students to gain experience, meet professionals in the field, and earn academic credit. You do not have to reveal your internship compensation; however salary or hourly wages are a consideration to attract applicants for your internship. If you are considering an unpaid internship, see pages 13 and 14 for guidelines from the U.S. Department of Labor.

How do I set up an internship?

Email us at Internships.Now@shawnee.edu or call 740.351.3322.

Five-Steps to Developing a Quality Internship Program That Works

Step 1: Set Goals and Policies for the Internship Program

Step 2: Write a Plan for the Internship Opportunity

Step 3: Recruit a Qualified Intern

Step 4: Manage the Intern

Step 5: Conduct Exit Interviews and Follow-up

Step 1: Set Goals and Policies for the Internship Program

What is the main goal for your company's internship program?

- Consider your current business activities and ongoing work/projects your workplace you would like to initiate, expand, or complete.
- Consider projects that are beneficial to your organization and provide challenging learning experiences for students.
- Examine your company's recruiting needs (i.e., employees retiring or departments that are expecting growth).

Who will supervise and mentor the intern?

- A site supervisor should be selected because he/she likes to train or mentor and has the resources to do it. The supervisor will help the intern keep their project on time and on budget.
- The mentor may be a department head, project leader, long-term employee, or acting supervisor who is knowledgeable on the project where the intern will be assigned and can provide some orientation and wisdom to the student.

Will you pay the intern?

Internship opportunities can be paid or unpaid. Determine ahead of time if you are offering compensation to your intern. This can be in the form of an hourly wage or a stipend. See pages 13 and 14 for federal guidelines.

Step 2: Write a Plan for the Internship Opportunity

- Identify goals, time lines, workspace, and a general description of the project, which will become your work plan, so that everyone understands the purpose and expectations involved (see Resources section).
- After the work plan has been established, create a brief job description for the position.

Can you involve the intern in experiences beyond the actual work of the internship?

Yes, this could include training programs, social events, and opportunities to network with executives. Best practices for social events, include encouraging interns to network among themselves to share their experiences. If appropriate, invite your intern to company sponsored events. Some companies host an end of the program experience, such as participation in a golf outing or a lunch/reception with upper management.

Step 3: Recruit a Qualified Intern

Log on and register at obiomeansinternships.com

- Under the Employer Section click Post Job.
- Enter employer information, job description, and contact information.

Begin searching three to four months before you expect a student to start working:

The longer you accept applications, the better your chances of finding the best person for the job.

Choose interns carefully:

Nationally, up to 45% of the students stay on full-time upon graduation from college. Once you have determined your top candidates, arrange an interview in a timely manner (best practices: 3-5 days). A sample interview structure can be found under Resources. Workforce Development can support an interview activity (room, schedule, etc.).

Extend an offer to the intern of your choice:

A sample Memorandum of Understanding and an Offer Letter can be found under Resources.

Notify candidates who were interviewed, but not chosen for the position:

There are sample rejection letters under Resources.

Step 4: Manage the Intern

Getting started on the right foot is important. We encourage employers to start with a good foundation of expectations for the intern's experiences. Setup an orientation and training for your new intern. A sample orientation outline is included under Resources.

Give your intern the resources he or she needs to do the job:

For office environments, a proper workstation, telephone with voicemail, computer and email account should be provided if appropriate. Point out the supply room and introduce any appropriate personnel.

Monitor the intern's progress:

- Make sure you are aware of what is happening with their daily tasks.
- Keep in mind this could be a first work experience for the intern. When work is assigned make sure it is given with detailed explanation. A few extra minutes of explanation will pay off later when the intern produces good work independently.
- Help your intern set goals for completion of various tasks, including daily, weekly, and monthly goals. This will help establish a solid work ethic for the intern.

Evaluate the intern's progress periodically and give feedback:

- Evaluations are important for the success of your intern's experience. Evaluation processes differ and could include a formal written review given at the halfway point and at the end of the program, or it may be delivered over an occasional lunch or meeting with the intern.
- Academic departments may require onsite visits or conference calls during the internship to facilitate the evaluation process for grading purposes. The student intern should be able to share with you what is expected and a faculty academic advisor may contact you via phone or email if this is a requirement for credit.

Step 5: Conduct Exit Interviews and Follow-up

Providing the value of your internship program will require hard evidence that your organization is getting a return on investment:

- Use the evaluation forms found under Resources for both interns and employers to evaluate each other.
- Conduct an exit interview to determine if interns are leaving the organization having had a good experience. This provides valuable feedback to upper management for future program planning.

In addition to the qualitative measures, a number of quantitative measures can be developed:

- Common measures may include the number of interns that become full-time employees, the number of recruits for interns in the company, and growing numbers of qualified intern applicants.
- In order to successfully measure your program outcome, you should refer to the stated program goals and address those outcomes.

Frequently Asked Questions

Q: What level of compensation is typical for an internship?

A: In planning to allocate resources for your internship program, compensations may be a consideration. An hourly wage can vary depending upon experience; typically the hourly wage for an intern ranges from \$8.00 to \$20.00 per hour. If you are unable to budget an hourly wage, consider offering a monthly- or semester-based stipend to the student.

Q: Is my organization responsible for providing insurance or benefits to the intern?

A: No, normally only full-time employees are eligible for benefits provided by the employer. Interns are likely short-term employees and are therefore likely ineligible.

Q: Do interns work 40 hour weeks? Do they typically work five days a week?

A: Internships are flexible; students often plan their internship schedules around class schedules on campus. A part-time internship can involve anywhere between 10 and 30 hours per week. Once an intern candidate has been identified, you will need to discuss availability and agree to a schedule that will work for both parties. Students enrolled in a school with a co-op program may be able to work 40 hours a week for a semester.

Q: When do internships typically begin? How long do they last?

A: Internships usually follow the starting and ending dates of the academic semester. They can take place during summer breaks (May-August), during the fall (September-December), or during the spring (January-April). An internship generally runs between three to nine months and can begin either in summer, fall, or spring.

Q: When should I start looking for an intern if I want them to start work in the summer?

A: Typically internship descriptions are posted at least two-months prior to the proposed start date to allow for a one-month window for candidates to submit applications and receive supportive services from Shawnee State University's Office of Career Development and Workforce Development.

Q: How does a student obtain academic credit for internship experience?

A: Credit requirements for internships vary by school and department. It is the student's responsibility to arrange for credit with a Shawnee State University faculty advisor.

Q: What if my intern does not work out? Are there rules for terminating interns the same way as there are for full or part-time positions?

A: In most cases, interns are treated as employees and therefore the same laws apply. It is advised you consult with your Human Resources department and/or seek legal counsel for further information and specific Department of Labor requirements.

Q: I like my intern and would like to extend the internship? How do I go about this?

A: Internships are flexible; students often plan their internship schedules around their class schedules on campus. A part-time internship can involve anywhere between 10 and 30 hours per week. Once you identify an intern candidate you will need to discuss availability and agree to a schedule that will work for both parties. Students enrolled in a school with a co-op program may be able to work 40 hours a week for a semester.

Q: Can full-time employment be offered after the internship? How do I go about this?

A: Yes, if your organization and the intern can come to an agreement about full-time employment that is the ultimate win.



Workforce Development

**Email completed form to: Internships.Now@shawnee.edu, or mail to:
Workforce Development, Shawnee State University, 940 Second Street, Massie Hall B50, Portsmouth, OH 45662.**

Today's Date: _____

Company Name: _____ Location: _____

Department: _____

Internship Job Title: _____

Dates of Internship: _____

Time Requirements: _____

Majors Requested: _____

Number of Openings: _____ Posting Deadline: _____ Start Date: _____

Wages: Hourly Wage: _____ Stipend: _____

Assistance with Housing: _____ Unpaid: _____

Job Description:

Qualifications:

Application Procedure:

Please forward resume to:

Contact: _____

Title: _____

Company Name & Address: _____

Phone Number: _____ Email: _____

Workforce Development

Email completed form to: Internships.Now@shawnee.edu, or mail to:
Workforce Development, Shawnee State University, 940 Second Street, Massie Hall B50, Portsmouth, OH 45662.

Today's Date: 7.2.16

Company Name: XYZ Company Location: Jackson, OH

Department: Accounting & Control

Internship Job Title: Accounting Intern

Dates of Internship: September – December 2016

Time Requirements: 15-20 hours/week

Majors Requested: Accounting, Finance or Business Administration

Number of Openings: 2 Posting Deadline: 7-31-16 Start Date: 9-2-16

Wages: Hourly Wage: \$9/hour Stipend: _____

Assistance with Housing: _____ Unpaid: _____

Job Description:

- Prepares and consolidates results and budgets
- Coordinates and issues actual and forecast reporting requirements
- Analyzes monthly budget variances
- Prepares monthly financial reports
- Participates in special projects

Qualifications:

- Proficiency in PC environment (Windows preferred)
- Minimum of two accounting courses
- Familiarity with Word and Excel preferred
- Must be incoming sophomore or above

Application Procedure:

Please forward resume to:

Contact: John Smith

Title: Manager, Human Resources

Company Name & Address: XYZ Company, 123 MainStreet, Jackson, OH 45640

Phone Number: 740-555-5555 Email: hresources@xyz.com

Sample Intern Interview Structure

Stages of the Interview

1. Prepare Questions About:

- Specific coursework related to the position
- Knowledge of or familiarity with equipment, techniques, computers, etc.
- Previous experiences related to the position
- Career interests, goals

2. Analyze Resumes

- Check for signs of organization, clarity, and accuracy
- Trace chronology and look for time gaps
- Note involvement and roles in campus and community organizations
- Check grade average overall and in major
- Look for accomplishments, patterns of progression, and growth

3. Open the Interview (1-2 minutes)

- Build friendly rapport through small talk
- Provide an overview of the interview
- Indicate that the student will have an opportunity to ask questions later
- Explain that you will be taking notes and invite the student to do so

4. Ask Questions and Gather Information (15 minutes)

- Use behavioral type questions as well as open ended questions

5. Allow for Questions and Comments (5 minutes)

- Answer honestly and illustrate with your own experiences if possible
- Assess the quality of the student's questions
- Avoid giving answers that indicate a commitment to a position
- Be prepared to answer questions about the position, expected training, company structure, company products

6. Give Information (1-2 minutes)

- Briefly recap information about the position
- Discuss candidate's availability for the internship to ensure your needs are met
- Discuss any academic requirements for course credit

7. Wrap-Up (1-2 minutes)

- Close on a positive note
- Briefly describe the next steps
- Give an estimate of when the student will hear from you
- Avoid making statements that may be interpreted as a promise of employment

8. Evaluate the Candidate Against the Requirements for the Position

- Review your notes before your next interview
- Be objective and base your decision on the evidence

9. Follow Up With Candidates Promptly

- Send rejection letters to students who do not match your requirements
- Offer the position to the candidate that you have chosen

Sample Internship Offer Letter

Date

Student Name

Student Address

Dear (Student's First Name):

I am pleased to confirm your acceptance of an internship position as (Title) in the (Department Name) at a pay rate of (Hourly Wage/Stipend). Your first day of work will be (Date). Your duties and assignments for this position will be those described to you in your orientation with (Supervisor's Name).

This offer is contingent upon completion of a physical examination, including a drug screen, and completion of employment processing procedures. Please report to the Human Resources Department at (Time) on (Start Date) with the appropriate documents and completed forms.

If you have any questions, please feel free to contact (Supervisor's Name) or me. We are very pleased that you have decided to join (Operating Company Name). We look forward to seeing you on (Start Date) and offer a very warm welcome.

Sincerely,

Sample Rejection Letter on Resume Basis

Date
Student Name
Student Address

Dear (Student's First Name):

Thank you for your interest in an internship assignment with (Company Name). Although your background and qualifications are impressive, we do not have an appropriate opportunity at this time. I have forwarded your resume to our Human Resources Department. They will contact you in the event that an appropriate future opportunity arises.

Thank you again for your interest in (Company Name). We wish you success in your career.

Sincerely,

Sample Rejection Letter Following On-site Interview

Date:
Student's Name
Student's Address

Dear (Student's First Name):

Thank you for meeting with me to discuss an internship assignment with (Company Name). Although your background and qualifications are impressive, we have selected another candidate who more closely fits our needs.

I have forwarded your information to our Human Resources Department. They will contact you directly in the event that an appropriate future opportunity arises.

Thank you again for your interest in (Company Name). We wish you success in your career.

Sincerely,

Email completed form to: Internships.Now@shawnee.edu, or mail to:
Workforce Development, Shawnee State University, 940 Second Street, Massie Hall B50, Portsmouth, OH 45662.

Student Information

Student Name: _____
Student ID: _____ Date: _____
Email: _____ Phone: _____
Program/Major: _____ Term: Fall Spring Summer
 Position is current employment Position found on my own
 Position found through Workforce Development
 Position found through faculty member: Name: _____

Employer Information

Employer Name: _____ Employer Phone: _____
Employer Address: _____
City: _____ State: _____ Zip: _____
Name of Supervisor: _____
Supervisor Email: _____ Supervisor Phone: _____

Learning Plan

Position Title: _____
Planned Start Date: _____ Planned End Date: _____
Work Days and Hours: _____ Total Hours: _____ Hourly Wage: _____
Planned Work Activities:
1. _____
2. _____
3. _____
4. _____
5. _____

This agreement is entered into with the expectation on the employer's part and the understanding on my part that I will complete the above employment during the specified period of time.

Student: _____ Date: _____
Employer: _____ Date: _____

Workforce Development

Email completed form to: Internships.Now@shawnee.edu, or mail to:
Workforce Development, Shawnee State University, 940 Second Street, Massie Hall B50, Portsmouth, OH 45662.

Intern's Name: _____

Name of Company or Organization: _____

Site Supervisor Date: _____

Intern's Position or Assignment: _____

Please use this scale to evaluate your intern's performance in the following areas:

1	2	3	4	5	6
Needs more training or education	Performing below expectations	Acceptable performance	Above average performance	Superior performance	Not observed

1. General Workplace Performance

Attendance	1	2	3	4	5	6
Appropriate dress	1	2	3	4	5	6
Attitude.....	1	2	3	4	5	6
Work habits.....	1	2	3	4	5	6
Acceptance of criticism.....	1	2	3	4	5	6
Setting priorities.....	1	2	3	4	5	6
Asks appropriate questions	1	2	3	4	5	6
Self-motivated	1	2	3	4	5	6

2. Specific Job Assignment Performance

Sufficient knowledge to perform tasks	1	2	3	4	5	6
Analytical skills.....	1	2	3	4	5	6
Verbal skills	1	2	3	4	5	6
Written skills.....	1	2	3	4	5	6
Organizational skills.....	1	2	3	4	5	6
Technical skills	1	2	3	4	5	6
Meeting deadlines	1	2	3	4	5	6
Completing tasks.....	1	2	3	4	5	6

3. Growth on the Job

Development of new skills.....1 2 3 4 5 6

Examples: _____

Knowledge of organization1 2 3 4 5 6

Examples: _____

Contribution to the workplace1 2 3 4 5 6

Examples: _____

4. Briefly comment on the following questions

What do you consider the major strengths of this intern?

What areas need improvement?

Other comments, commendations, or recommendations:



Fact Sheet #71: Internship Programs Under The Fair Labor Standards Act

This fact sheet provides general information to help determine whether interns must be paid the minimum wage and overtime under the Fair Labor Standards Act for the services that they provide to “for-profit” private sector employers.

Background

The Fair Labor Standards Act (FLSA) defines the term “employ” very broadly as including to “suffer or permit to work.” Covered and non-exempt individuals who are “suffered or permitted” to work must be compensated under the law for the services they perform for an employer. Internships in the “for-profit” private sector will most often be viewed as employment, unless the test described below relating to trainees is met. Interns in the “for-profit” private sector who qualify as employees rather than trainees typically must be paid at least the minimum wage and overtime compensation for hours worked over forty in a workweek.*

The Test For Unpaid Interns

There are some circumstances under which individuals who participate in “for-profit” private sector internships or training programs may do so without compensation. The Supreme Court has held that the term “suffer or permit to work” cannot be interpreted so as to make a person whose work serves only his or her own interest an employee of another who provides aid or instruction. This may apply to interns who receive training for their own educational benefit if the training meets certain criteria. The determination of whether an internship or training program meets this exclusion depends upon all of the facts and circumstances of each such program.

The following six criteria must be applied when making this determination:

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees, but works under close supervision of existing staff;
4. The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded;
5. The intern is not necessarily entitled to a job at the conclusion of the internship; and
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

If all of the factors listed above are met, an employment relationship does not exist under the FLSA, and the Act’s minimum wage and overtime provisions do not apply to the intern. This exclusion from the definition of employment is necessarily quite narrow because the FLSA’s definition of “employ” is very broad. Some of the most commonly discussed factors for “for-profit” private sector internship programs are considered below.

*The FLSA makes a special exception under certain circumstances for individuals who volunteer to perform services for a state or local government agency and for individuals who volunteer for humanitarian purposes for private non-profit food banks. WHD also recognizes an exception for individuals who volunteer their time, freely and without anticipation of compensation for religious, charitable, civic, or humanitarian purposes to non-profit organizations. Unpaid internships in the public sector and for non-profit charitable organizations, where the intern volunteers without expectation of compensation, are generally permissible. WHD is reviewing the need for additional guidance on internships in the public and non-profit sectors.

Similar To An Education Environment And The Primary Beneficiary Of The Activity

In general, the more an internship program is structured around a classroom or academic experience as opposed to the employer's actual operations, the more likely the internship will be viewed as an extension of the individual's educational experience (this often occurs where a college or university exercises oversight over the internship program and provides educational credit). The more the internship provides the individual with skills that can be used in multiple employment settings, as opposed to skills particular to one employer's operation, the more likely the intern would be viewed as receiving training. Under these circumstances the intern does not perform the routine work of the business on a regular and recurring basis, and the business is not dependent upon the work of the intern. On the other hand, if the interns are engaged in the operations of the employer or are performing productive work (for example, filing, performing other clerical work, or assisting customers), then the fact that they may be receiving some benefits in the form of a new skill or improved work habits will not exclude them from the FLSA's minimum wage and overtime requirements because the employer benefits from the interns' work.

Displacement And Supervision Issues

If an employer uses interns as substitutes for regular workers or to augment its existing workforce during specific time periods, these interns should be paid at least the minimum wage and overtime compensation for hours worked over forty in a workweek. If the employer would have hired additional employees or required existing staff to work additional hours had the interns not performed the work, then the interns will be viewed as employees and entitled compensation under the FLSA. Conversely, if the employer is providing job shadowing opportunities that allow an intern to learn certain functions under the close and constant supervision of regular employees, but the intern performs no or minimal work, the activity is more likely to be viewed as a bona fide education experience. On the other hand, if the intern receives the same level of supervision as the employer's regular workforce, this would suggest an employment relationship, rather than training.

Job Entitlement

The internship should be of a fixed duration, established prior to the outset of the internship. Further, unpaid internships generally should not be used by the employer as a trial period for individuals seeking employment at the conclusion of the internship period. If an intern is placed with the employer for a trial period with the expectation that he or she will then be hired on a permanent basis, that individual generally would be considered an employee under the FLSA.

Where to Obtain Additional Information

This publication is for general information and is not to be considered in the same light as official statements of position contained in the regulations.

For additional information, visit our Wage and Hour Division Website: <http://www.wagehour.dol.gov> and/or call our toll-free information and help line, available 8 a.m. to 5 p.m. in your time zone, 1.866.4USWAGE (1.866.487.9243).

U.S. Department of Labor
Frances Perkins Building
200 Constitution Avenue, NW
Washington, DC 20210

1.866.4.USWAGE
TTY: 1.866.487.9243
Contact Us



Workforce Development

internships.now@shawnee.edu

Additional resources provided for the SSU Internship Programs by:

Starting and Maintaining an Internship Program

- Michael True, Director, Internship Center, Messiah College

SHRM Guide to Organizing an Internship Program

- Letty Klutz, PHR

Chuck Salvetti Amway Internship Program

- Kevin Douglas, Internship Program Manager, West Michigan Strategic Alliance, and Detroit Regional Area Chamber of Commerce