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LSU Olinde Career Center
Welcome to Louisiana State University and the LSU Olinde Career Center. Here at the LSU Olinde Career Center we value the word “leader” and that is exactly what we are helping build: professional leaders to help change a growing economy. Whether you are a long-time partner looking for additional interns to staff your organization or a company who is ready to welcome your first intern, we are here to help serve your needs.

Careers2Geaux is our online tool for most of your recruitment needs. Post your position(s) free of charge to educate students on your internship openings, then please consider making a Careers2Geaux account (http://lsu.edu/students/careercenter/employers/careers2geaux.php), or contact one of our LSU Olinde Career Center staff members today.

Experiential Education is one of the fundamental building blocks for our LSU students. We believe students learn just as much outside of the classroom as they do inside of it, and it is that real-world work experience that will carry them into the market. That is why we value our corporate partners, both large and small, and want to ensure that we are pairing our students up with the best internship providers possible.

We invite you to use our resources, meet our staff members and set up a personal appointment for you and your team to view our facility. Whether it is your first time to use the LSU Olinde Career Center or your hundredth, we look forward to your partnership.

LSU Internship Council
The LSU Internship Council was created in 2012 by the LSU Olinde Career Center with the help and support of the Division of Student Affairs, as well as the Office of Academic Affairs. The LSU Olinde Career Center envisioned a council of faculty, staff, administrators, community leaders and students to help create a more diverse and comprehensive internship program. Today, the council works diligently to increase the number of students with strong skills in critical thinking, creative problem solving and effective communication as outlined in the Flagship 2020 strategy.

For more information about the LSU Internship Council, please contact Kayla Kucharchuk at 225-578-2162 or kayla@lsu.edu.
Building an Internship Program Checklist

In order to create a viable and competitive internship, there are certain phases we recommend you explore. The checklist below is provided to help you create and enhance an internship program suited for your needs.

_______ PHASE 1: Preparation
_____ Create a job description
_____ Understand legal aspects of an internship program
_____ Check with your human resources and legal departments
_____ Explore LSU majors and best fit (http://www.lsu.edu/majors)
_____ Set a location (organizational and physical) for intern(s)
_____ Determine a minimum hour requirement
_____ Decide on the number of interns needed
_____ Choose a supervisor and/or mentor
_____ Set pay or pay range

_______ PHASE 2: Recruitment
_____ Develop a plan with the LSU Olinde Career Center
_____ Post on Careers2Geaux
_____ Consider attending career events
_____ Identify key LSU departmental contacts

_______ PHASE 3: Screening and Selection
_____ Narrow down your candidate field
_____ Begin the interviewing process

_______ PHASE 4: Onboarding
_____ Prepare an inclusive atmosphere
_____ Plan ways to keep the interns challenged

_______ PHASE 5: Evaluation and Reflection
_____ Evaluate using a 360° approach
_____ Assess the internship program
Phase 1: Preparation

The best way to enhance or create an internship program is to start taking an inventory of your needs and planning out as many details as possible prior to engaging in the recruitment process.

**What do you need the intern to do?**

Evaluate your company’s needs and assets to determine how an intern could fit into your system.

Create a job description for your company and prospective intern(s) so they can understand what the position requires. *Appendix A: Sample Job Description.*

Is there a specific field of majors or course criteria this position needs or your company desires? Make that list and be sure to include it in the job description.

Create a time frame in which the intern will work. Remember, students have diverse day-to-day schedules during the school year. Therefore, having flexible work times is desirable to prospective interns. A traditional Monday through Friday, 8 a.m. to 5 p.m. work schedule can be quite an adjustment for a student. School is their priority.

**Should the intern be paid or have the job count toward class credit?**

Consider the following:

- How the intern will be paid or otherwise compensated;
- How many interns you will need;
- How much work is to be accomplished by an intern;
- The variations of complex projects for interns to work on;
- What time of year to hire
- The space and equipment needed to support interns.

The typical internship during a fall or spring semester is 10-20 hours per week. During the summer, students may work up to 40 hours, contingent upon their availability.
Not all internships are accepted as college credit. While an internship is a learning experience, it is up to university faculty and respective departments to determine whether an internship is eligible for class credit. It is the student’s responsibility to connect with appropriate departments, and dependent upon the anticipated content of the internship experience, to sign up and earn course credit.

If your company is only willing to hire an intern in an unpaid/for-credit capacity, you will need to gain a strong understanding of the legal aspects of an internship program. Learn about how minimum wage requirements, workers’ compensation, safety and harassment policies, termination guidelines and employee benefits and responsibilities translate to an intern. Appendix B: Fair Labor Standards Act’s Definition of Internships gives insight into some of these issues.

Consult your company’s legal department or a law professional before hiring.

What are some ways I can partner with faculty on internships?

Some faculty are willing to assist with ensuring the educational credibility of an internship that has potential to be offered as credit. Our team can refer you to appropriate colleges and internship liaisons for each senior college.

To have your internship examined by the department(s), you need to first identify the position and duties that will be expected of the intern. The most effective way to do this is to provide them with your detailed job description. An example of a job description is listed in Appendix A.

After the job description is developed, you should analyze the responsibilities of the position and create a list of corresponding majors offered at LSU. This will help our team make recommendations for campus partnerships. Even if you are not interested in having this internship qualify for credit, the LSU Olinde Career Center can inform the departments of available opportunities to maximize exposure for students once the posting is listed in Careers2Geaux.

If the internship is used for course credit, the faculty accepting the course credit (otherwise known as the instructor of record) will have specific requirements for the intern. The student could be asked to write a report or give a presentation tying their internship experience to prior course work.
How can employers keep it educational?

The internship must be an extension of the classroom. This means the job must allow the intern to learn and apply what he or she already knows into a real-world situation. The intern should be enhancing his or her ability through the job experience. In other words:

- The intern must learn diverse skills or knowledge that is applicable throughout the job world not just, for example, in the marketing industry.
- The experience has a set goal, deadline and an accurate job description to prepare the intern.
- There are clear outlined learning objectives which mirror the student’s current course work and future career path.
- A supervisor or mentor aids the intern with experience in the areas of work in which the intern is learning.
- The supervisor provides constant feedback.
- The employer provides opportunities and resources to support the intern in developing his or her skills.

In summary, create an internship structured around learning objectives, short- and long-term goals, daily tasks, projects from the supervisor, evaluations and reviews, rules and policies, and orientation and expectations.

Where do we put the intern?

Placement is important and critical for the success of the intern.

- Make sure to have adequate work space for the intern. Is there an intern work station or will they work in the same office or close proximity to their supervisor?
- Be sure to explain the parking situation to the intern, so a managerial spot is not occupied.
- If the intern is from out of town, explore the options of a housing scholarship, or consider giving the interns enough time to arrange a living situation before s/he is hired.

Providing housing allowances for interns from out of town is a beneficial incentive but not mandatory. If it is not possible to pay for housing, try to provide assistance in locating an affordable option. Easy access to affordable living areas will make the job opportunity more attractive and broaden the pool of candidates to those outside your area.

If you are able to provide housing for interns, create guidelines explaining who is eligible for the housing arrangement. This policy statement will prevent perceptions of unfair treatment. Be aware that employer-paid or subsidized housing is considered a tax benefit. Check with your tax department on exceptions to this benefit.
Phase 2: Recruitment

Consider establishing your organization’s brand throughout campus as it may be what sets you apart from the competition. The Employment Services team can work with you on developing an appropriate plan for your needs.

Careers2Geaux

The most effective preliminary means of outreach to students is posting your internship on Careers2Geaux. This is LSU’s online system for job postings and on-campus interviews. Through Careers2Geaux, you can post full-time, part-time, internship, co-op, summer and volunteer opportunities. This system is password-protected and available to LSU students, faculty, staff, and registered alumni 24 hours a day, 7 days a week.

To list your position in Careers2Geaux, visit http://www.lsu.edu/students/careercenter/employers/careers2geaux.php and choose “Register for Careers2Geaux.” Once routed to Careers2Geaux, choose the option, “Sign up and post job.” If you already have an account or would like to post later, you will want to log in then choose “job postings” from the main menu then click “Post A Job.” After the job is added, the listing will appear as “pending.” We will notify you via email once it is approved.

Posting Tips

For best results, post the internship at least 10 weeks before the job needs to be filled. Make sure the job description and the rest of phase 1 have been implemented into your internship plan before posting the position.

Avoid evaluating candidates too early in order to provide yourself with a good idea of what types of candidates you have to choose from.

Posting Tips

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Phase 2: Recruitment

Students are more likely to be interested in and respond to employers who maintain a strong presence on campus. Below are just a few ideas on how you can establish a positive image at LSU, so your company can recruit a strong and diverse group of students.

Employer Drive-In Workshop

This annual one-day workshop, held in late summer before the beginning of the semester, will teach you everything you need to know regarding how to have a successful recruiting season at LSU. This event includes panels, presentations and networking opportunities that vary each year.

Events

The LSU Olinde Career Center works diligently to host traditional career expos serving all student populations but also holds boutique events for specific colleges and programs. These include the College of Engineering Networking Reception, E. J. Ourso College of Business Networking Reception, Construction Interviewing Day, Health Professions Fair, School Professionals Interviewing Day, Art and Design Career Networking Day, Summer Jobs Fair, and Networking Night at Manship. Our Choosing Your Major Workshops, Law School & Graduate School Workshops, and various employer information sessions also have potential for employer outreach. For more information on events, please visit http://www.lsu.edu/students/careercenter/events/index.php; to learn more about information sessions, contact Courtney Edwards at courtney@lsu.edu.

Event Publicity

To help publicize your recruiting event (recruitment, interviews, job search, etc.), we will post information in Careers2Geaux and on social media for students to view in advance. If you would like to have posters or fliers displayed, please ask us how we can utilize our college liaisons to send materials to the departments of your choice. The Reveille, LSU’s student paper, and Dig Magazine, an off-campus independent newspaper serving LSU, are great media outlets in which to advertise your information session(s) and recruiting date(s). (The Reveille: 225-578-4810; Dig Magazine: 225-757-8308).

Advertise Annually in the Student Career Guide

By advertising in the Student Career Guide, you will reach more than 7,500 LSU students, faculty and staff members. For more information contact Blake Winchell at bwinch1@lsu.edu.

Join a Professional Organization for Recruiters and Career Centers

The LSU Olinde Career Center belongs to the National Association of Colleges and Employers (NACE), the Southern Association of Colleges and Employers (SoACE) and the Louisiana Association of Colleges and Employers (LACE). These organizations facilitate networking among college career centers and employers and provide resources related to college recruiting and career planning.
Phase 3: Screening and Selection

After you have completed Phases 1 and 2, focus on reviewing applications. Make sure you schedule and conduct first-and possibly second-round interviews. Solicit input from employees who will supervise or work closely with interns. Finally, your final decisions.

Have a clear understanding of what you are looking for in an intern.

Make sure to provide enough time between posting your job and selecting a candidate in order to find the most qualified and diverse pool of candidates possible. An effective time frame would be a week. This is same time frame that employers have to screen résumés for the On-campus Interviewing Program.

Narrow down your candidate field to an appropriate number of candidates you feel comfortable interviewing.

This number can typically range from 4-13 depending on the position. From here, notify all candidates of whether or not they were selected for an interview.

Once you have narrowed down your candidates you can begin the interview process.

The LSU Olinde Career Center’s Recruitment Center is a free resource in which employers can conduct on-campus interviews anytime between 8:15 a.m. and 4:15 p.m. To reserve interview rooms, contact Courtney Edwards at courtney@lsu.edu. Make sure during the interviews to give the students a timeline for hiring and when they can expect to hear back from you. Once you have made a decision, promptly notify the candidates on your decision.
Phase 3: Screening and Selection

Room-Only Schedule
If you choose a room-only schedule format, it allows you to contact the students directly and schedule interviews yourself after reserving your interview date. You will select your interview candidates from an available source, such as résumés collected at the Career Expo, job postings, résumé referals, or contact with student groups. Students from other universities are not allowed to interview at our facility.

Open Schedule
The open schedule allows any LSU students and alumni who meet the organization’s requirements to sign up for interviews on a first-come, first-served basis. Employers will submit posting(s) on Careers2Geaux and students will go in and schedule interviews on their own.

Preselect Schedule
The preselect schedule allows recruiters to collect and review submitted résumés prior to the campus visit and then select candidates to be interviewed. Students who are preselected will have the opportunity to sign up first for interview times. If alternates are chosen, they then have the opportunity to sign up for interview times, should slots remain available.

Week 1 - Résumé Submission
Students can submit their résumés as early as August 1, for fall interviews and January 1, for spring interviews. The résumé submission deadline will vary depending on the actual interview date. An effective timeline, in order for an employer to find the most qualified candidate, would be a week at minimum.

Week 2 - Employer Preselection
During a four-week cycle employers preselect their candidates during week two and most employers email their candidates stating that they have been selected.

Week 3 - Sign-Ups for Interviews
Preselect candidate sign-ups typically take place Saturday of week two through Thursday of week three. Alternates may sign up beginning Wednesday of week three, if timeslots remain available.

Week 4 - Interview
Interviews are held during the fourth week of the four-week cycle. Many employers choose to host information sessions the night before their interview date. Presentations will be noted on Careers2Geaux, and are often considered the first part of a student’s interview.
Phase 4: Onboarding

NACE provides employers with the best practices that are essential to your internship program.

*Note: The best practices presented here assume the organization’s goal is to convert interns to full-time hires, therefore, paying its interns. **Unpaid internships present a number of problems for for-profit organizations focused on intern conversion, not the least of which is legal issues that arise if the unpaid intern is given professional work assignments.**

Provide interns with relevant work

**Major Related Work:** Interns should be provided with tasks that are challenging, related to their major and support the organization’s mission. Additionally, whether or not the student receives credit for this task depends on the student’s department assessment on the internship’s relevance.

**Job Description:** When you hire an intern, examine the job description to make sure it correlates with the type of work that will be accomplished. Have the intern’s mentor emphasize the importance of the work to the company’s success and maintain contact with the intern to make sure they meet deadlines.

Hold orientations for all involved and keep interns in the loop

**Orientation:** In order to maintain consistent expectations and performance, an orientation session should take place to ensure everyone understands their role and the goals and expectations of the company.

**Handbook:** A handbook can provide a reference any time an intern wants to learn more about their job, find frequently asked questions, or learn about the company’s expectations.

**Intern webpage or portal:** A website can be changed easily to remain relevant to an intern’s needs. It can also serve as a communication tool between the company and intern or among the interns themselves.

Have an intern manager

**Manager vs. Mentor:**
A dedicated internship manager is essential to having an efficient and focused program. If your program is not big enough to warrant a dedicated full-time staff member, an excellent short-term solution is to hire a graduate student to be your college relations intern. You can put them in charge of the daily operation of the internship program.

This person will be a reliable asset for the interns as well as provide staff with direction to mold interns and maintain their regular tasks. For this to work, the student-manager must be a part of the planning process and be accessible throughout the year.
Essentially, we want you, as the employer, to have the opportunity to create an internship with high benefits for all involved. Below are criteria that students, especially those that attend LSU, look for when searching for internships.

A Message from Future Interns

In this day and age, internships are highly coveted by students in higher education all across the country. With a competitive job market, students know that their experiences outside of the classroom are just as important as what they learn within it.

- The Experience
  - Student’s No. 1 value in an internship is the experience. Interns are young professionals and therefore should be treated as such.

- The Benefits
  - Although not every intern will be paid, pay brings you a more competitive and qualified candidate pool. While some students can afford to take unpaid internships, not every student has that luxury.

- The Connections
  - Internships are an opportunity for interns to network in their desired field. Meeting other professionals, executives and interns helps them build a foundation of networks and relationships that can be beneficial during their career.

- The Take-Away
  - Internships are opportunities for students to build their résumés and portfolios. Whether the intern is interviewing for a job inside your company or another, it is important that they can show others what they have learned and accomplished while interning.

At the end of the internship experience, you and your intern should have earned mutual benefits.

Tips of the Trade

We suggest allowing your interns to sit through a panel of new and veteran hires for your company and allow them to ask questions. A Q&A with the CEO/President is also a great way to make sure your student feels like an integral part of the company and is a great career development moment for your intern. Once the internship has concluded, and the student did a standout job, write the intern a letter of recommendation they can use in their portfolio. Remember, interns help sell your company to future interested candidates.
Phase 5: Evaluation and Reflection

After the internship concludes, it’s time to prepare for the intern’s evaluation. There are several different options including:

**Focus Group and Feedback Survey:**
Conducting focus groups and feedback surveys with your student intern(s) is a great way to see your organization from the intern’s perspective. Focus groups in particular can yield information about what your competitors are doing that students find appealing.

**Presentations:**
Students work very hard at completing their tasks and are proud of their accomplishments. Setting up a venue for them to conduct presentations (formal presentations or in a fair-type setting such as an expo) not only allows them to demonstrate their achievements, but also showcases the internship program to all employees. Consider having the student present the work to their supervisors, mentors or other employees to make them part of the infrastructure of the company. Allow the employees to give the intern feedback in a constructive environment.

**Exit Interview:**
Whether face-to-face or over the telephone, a real-time exit interview done by a member of the college relations team is an excellent way to gather feedback on the student’s experience and to assess their interest in returning. It can also help you identify ways to improve your internship program. Having the student fill out an exit survey and bringing it to the meeting provides some structure to the conversation.

**Other Strategies:**
Other potential successful strategies include retaining the intern as a part-time employee. Though back in school full-time, they can return to work as an intern during school breaks. These are excellent ways to keep communications open and build a stronger bond. Your team may want to have the student become a campus ambassador for your company’s internship program.

**Employer Evaluations:**
A post-internship evaluation is a valuable tool for the student. From this information, the student can be prepared to be successful in their future careers by allowing the student to identify areas of strength and improvement.

The evaluation looks at students from both an academic level and a more holistic level. An effective evaluation model would be broken down into multiple sections including:

- Communication
- Conceptual / Analytical Ability
- Understanding and Applying Information
- Professional Qualities
- Teamwork
- Design and Experiment
- Emotional / Social Intelligence
- Organization / Planning
- Work Habits
- Technology
Best Practices for Employers and Students

Keeping your recruitment team involved in the internship process is critical. They can host social or professional events and acclimate the interns to the company culture.

New-hire panels are a creative way to showcase an organization to interns as a great place to work. These panels consist of five or six people who were hired right out of college within the past two or three years. They meet with interns, giving a brief summary of their background and answer questions from the intern audience. This allows your interns to gain insight about your organization from new hires, who share commonalities with the interns.

In these meetings, interns typically bring up the same topics: Why did you choose this employer over others? What was your first year like? How is being a full-time employee here different from being an intern? Do you recommend getting a graduate degree? Is it better to go directly to graduate school or gain professional work experience?

It is also fairly consistent that the new hires will offer other types of advice to your interns, such as how to handle finances those first few years out of school. (Their typical advice: “Don’t run right out and buy a new car,” and “Start contributing the maximum to your savings plan as soon as you are allowed.”)

Provide Access to Resources

One of the greatest advantages of an internship to the student is gaining access to accomplished professionals in their field. Consequently, speakers from the executive ranks are very popular with students—it is a great career development and role modeling experience for interns and a way to indirectly achieve investment and support from the top down. Having a CEO speak is especially impressive. Best scenario: your CEO is personable, willing to answer questions and makes him/herself available to spend a little informal time with the students after speaking—creating this opportunity will make your intern feel valued.

Providing students with access to in-house training—and professional development—is a tangible way to show students you are interested in their development. Possible topics could include computer language, time management, etc.

You may also want to consider providing interns with information about nearby community colleges, especially if maintaining full-time student status is critical. Many students will be interested in attending classes during their work term to continue making academic progress toward their degree. Though it is rare for employers to do so, you may also consider paying the tuition for courses they take while working for you.

Conclusion

We hope you found this resource useful. If at any point you have any questions regarding this material or internships in general, we hope you see us as a valued partner and consultant. Best of luck!
Appendix A: Sample Job Description

Position Title

Company Name

Brief Company Overview/ Objectives

Provide a two to three sentence description of your company’s industry, services, history, etc. and how the student will help the overall mission of your company. This is important, because students want to make a difference and like to see how they will help your company.

What are the goals of this job as defined by upper management or the immediate superiors of this position?

To use the HR example:
• Promote the safety and health of the workforce.
• Develop a superior workforce.
• Develop the Human Resources Department.
• Develop an employee-oriented company culture that emphasizes quality, continuous improvement and high performance.

Internship Description

You may want to start out with a brief description of the internship, in paragraph format. This will allow the student to anticipate an employer’s expectations. Finish this section with a bulleted list of potential tasks they will be performing. Suggestion: list this in a way you would list tasks in a résumé - starting off with action verbs, using fragments and giving a general idea of the scope and magnitude of each task. For suggestions, try researching postings for similar companies, look up the occupation tasks in O*Net (http://www.onetonline.org), or ask the LSU Olinde Career Center (Kayla Kucharchuk- kayla@lsu.edu or 225-578-2162) to provide you with anonymous samples from our Careers2Geaux database.

Example: The Research Specialist is the entry level of a job series which describes jobs that provide highly specialized technical support in an academic, research or public service setting. An example of the work is performing technical support in one or more highly specialized areas such as production of glassware for experiments, machine work, electronics or instrumentation for research projects.
Appendix A: Sample Job Description

Internship Start Date/Duration

Areas of Responsibility

List the different aspects of the job, being as specific as possible. Utilize O*Net for ideas.

Qualifications/Requirements

Here, describe the degrees, experience and/or skills required to be successful in this job. Desired Requirements may include, but are not limited to: classification/level in school, GPA, major, travel, skills (communication, written, certain technical or computer skills, etc).

Physical Demands (Optional)

Indicate any physical labor the intern will be expected to perform.

Work Environment (Optional)

What work environment characteristics may the intern encounter? Reasonable accommodations should be made to enable people with disabilities to perform the essential functions of the job. Example: will there be moving mechanical parts in the work place? Animals, etc.?

How to Apply

Include instructions and your full contact information: Name, Title, Company, Address, City, State and ZIP Code, Phone, and Email Address.

Would you like applicants to email you their résumés? Should students apply through your company website? If they have questions, who do they contact? Do you need a cover letter (suggested)? Depending on the line of work, would they need to send you a work sample or letter(s) of recommendation? List this information here as well.

Intern, ABC Company
Job Description

ABC Company, a Baton Rouge-based CPA firm, is searching for a student to work part-time in our Marketing department. This position will be responsible for assisting in executing tasks included in marketing and business development plans to promote growth and support the achievement of ABC’s marketing goals.

Duties and Responsibilities:
- Utilize social networking, blogging, and internet marketing techniques to increase brand awareness and to raise our web presence
- Administer and maintain e-mail databases of clients, prospects and referral sources and assist with e-newsletters, blasts, etc.
- Assist with CRM—Client Relationship Management and mass mailings
- Create promotions for events and seminars
- Provide content for advertising campaign
- Other marketing activities as assigned by the Marketing Director
Appendix B: Fair Labor Standards Act’s Definition of Internships

The biggest legal issue surrounding internships is pay. Is the opportunity a paid internship or is it an unpaid internship? Interns are covered under the same policies and standards as regular employees under the Department of Labor’s Fair Labor Standards Act. The easiest way to sidestep any potential complications is to pay the intern at similar rates as others in your organization that have similar responsibilities and duties.

The Fair Labor Standards Act very narrowly defines unpaid interns as “trainees.” A student trainee has to meet certain criteria in order to qualify as an unpaid intern:

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;

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 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 intern’s work.
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;

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 more than 40 in a work week. 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 to 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 extensive 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.

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.

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.

If an unpaid intern in your organization claims that your organization violated the FLSA then a court of law will use the above criteria to weigh whether the internship was a training experience or a working experience.
Appendix C: Frequently Asked Legal Questions

Q) Does my state have its own labor laws dealing with internships?

The best way to know if there is an updated law on the books is to ask your local Department of Labor Office.

**Georgia**

Department of Labor
Sussex Place, Room 600
148 Andrew Young International Blvd., NE
Atlanta, GA 30303
404-232-3001
www.dol.state.GA.us

**Louisiana**

Office of Workforce Development
1001 North 23rd Street
P.O. Box 94094
Baton Rouge, LA 70804-9094
225-342-3111
www.LAworks.net

**Mississippi**

Mississippi Department of Employment Security
Office of the Governor
1235 Echelon Parkway
P.O. Box 1699
Jackson, MS 39215-1699
601-321-6000

**Texas**

TWC Ombudsman
Texas Workforce Commission
101 E. 15th St, Room 651
Austin, TX 78778-0001
512-463-2236
Q) Should paid interns be considered “temporary employees” rather than “regular employees”?

If the internship is less than one year, then the intern can be classified as a temporary employee. A temporary employee is an employee that is hired for a limited period of time, usually less than a year. Interns who meet this definition can be classified as temporary regardless of whether work is full-time or part-time. The advantage to classifying the intern this way is that a temporary employee is generally not entitled to employer benefits.

Q) Does my intern fall under the provisions of the Affordable Care Act?

If the intern is classified as a “temporary employee” (i.e. “seasonal employee”) then the intern is excluded in the provisions of the Affordable Care Act by definition under the “seasonal employee” exclusion provision.

Q) What are my general legal obligations to paid interns?

If the intern is not classified as an independent contractor, then your obligations to the intern will not differ from the obligations toward your other employees.

Q) What are some state law considerations?

Generally speaking, the employer must follow the federal law governing internships, i.e. the six criteria, but in some instances, states may enact legislation that is stricter than federal law. In this instance, the employer would then be held to the standards of the state’s law, in addition to all federal standards. Check with your local Department of Labor Office about these laws.

Q) Can unpaid workers be classified as volunteers?

Under federal law, individuals cannot “volunteer” for private sector, for-profit businesses. Volunteering and unpaid internships are allowed at public agencies, government agencies or communities, religious or other nonprofit organizations.

Q) Am I required to maintain workers’ compensation insurance for unpaid interns?

Employers will typically be required to maintain workers’ compensation coverage for interns. Some states, however, provide limited exception, including the following: Volunteers: Some states provide that employers are not required to provide workers’ compensation coverage to “volunteers.” The definition of “volunteer” varies by state. Interns: Some states provide limited exemptions for trainees who meet specified criteria.

Q) Is it advisable for unpaid interns to receive academic credit?

Yes, as mentioned above, if an intern is receiving academic credit the courts are more likely to deem the intern as a non-employee.
Appendix D: Suggested Documents

Having everything ahead of time can clear up misunderstandings and misconceptions regarding the internship and can have the intern be more prepared to handle their new opportunity.

An intern should be given something similar in order for them to know exactly what the employer’s expectations are. This gives an intern an overall goal and standard to maintain throughout their time as an intern. It also gives interns a baseline with which to ask pertinent questions.

It is extremely important for a company to ensure that an employee/intern has access to all of the resources and policies available and required in order to legally work. Get in contact with your HR department to make sure that everyone involved is filling out the correct documentation. If you plan on formally training your intern, give them a schedule and training goals. This example is the beginning of how a comprehensive training manual should be developed.