

EMPLOYER INTERNSHIP RESOURCE GUIDE

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Pictured above, left: the LSU Olinde Career Center Workforce Development Center and career library. Pictured above, right: the lobby of the LSU Olinde Career Center Recruitment Center.

WELCOME TO THE LSU OLINDE CAREER CENTER

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 transform 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.

Handshake is our online tool for most of your recruitment needs. If you want to post your position(s) free of charge to educate students on your internship openings, then consider making a Handshake account, or contact one of our LSU Olinde Career Center staff members today. Learn more about Handshake at lsu.edu/career.

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 job market. That is why we value our corporate partners, both large and small, and want to ensure we are pairing 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 100th, we look forward to your partnership.



Consider interviewing your candidates in our state-of-the-art Recruitment Center that houses the On-campus Interviewing Program (OCI). On-campus interviews are held during the fall and spring semesters in our 22 private interview rooms. These professional rooms are used by companies who visit campus to interview students and alumni for internships, co-ops, and full-time jobs. Additionally, students and alumni may reserve the space for a phone or virtual interview.

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 determine relevancy online at 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 Handshake
- _____ 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 a welcoming 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 varied 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 may not work for some students. School is their priority.

SHOULD THE INTERN BE PAID AND/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.

PHASE 1: PREPARATION CONTINUED...

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, depending 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 Handshake.

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.

PHASE 1: PREPARATION CONTINUED...

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 a wide array of skills or knowledge 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.

INTERN WORKSPACE

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 they are 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.

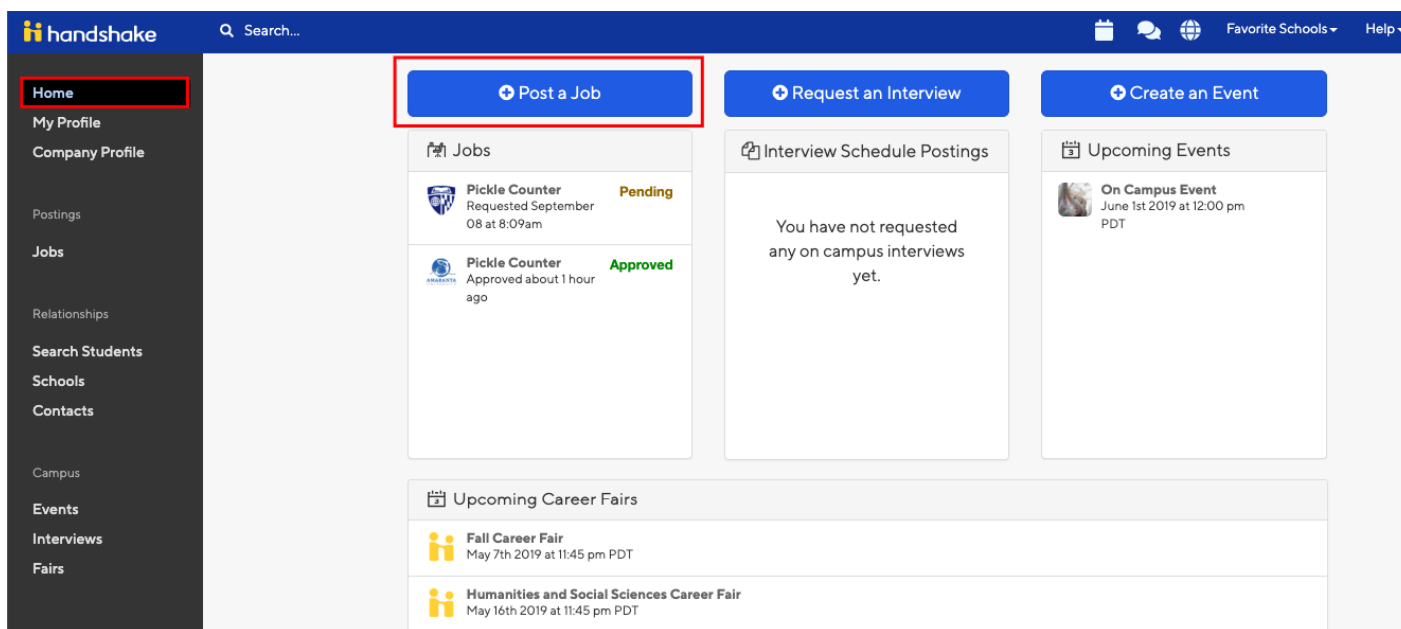
PHASE 2: RECRUITMENT

Consider establishing your organization’s brand throughout campus as it may be what sets you apart from the competition. Our Employer Development and Relations team can work with you to develop an appropriate plan for your needs.

HANDSHAKE

The most effective means of outreach to students is posting your internship on Handshake. Handshake is LSU’s free, online system for job postings and on-campus interviews. Through Handshake, 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, seven days a week.

To list your position in Handshake, log in to your Handshake account and click “Post a Job” on the Handshake home page. All jobs will be placed in a pending status and will be approved within two business days. You will receive a notification in Handshake once your job has been approved and is viewable by LSU students and alumni.



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 to provide yourself with a good idea of what types of candidates you have to choose from.

PHASE 2: RECRUITMENT CONTINUED...

Students are more likely to be interested in and respond to employers who maintain a strong presence on campus. Below are a few ideas for establishing 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, 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, as well as events for specific colleges and programs. These include the College of Engineering Networking Reception, E. J. Ourso College of Business Networking Reception, Kinesiology Career Fair, Construction Interviewing Day, Health Professions Fair, School Professionals Interviewing Day, Art & Design Career Networking Day, Summer Jobs Fair, and Networking Night at Manship. Our Choosing Your Major Workshops, Law School and Graduate School Workshops, and various employer information sessions also have potential for employer outreach. For more information on events, please visit lsu.edu/career or contact us at career@lsu.edu.

EVENT PUBLICITY

To help publicize your recruiting event (recruitment, interviews, job search, etc.), you can submit an event in Handshake and tag us in 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: 225-757-8308).

ADVERTISE ANNUALLY IN THE STUDENT CAREER GUIDE

Our annual Student Career Guide is distributed in print and electronic format to students, alumni, and LSU community members. Over 7,000 printed copies are distributed annually, and a digital version is circulated to over 37,000 students and our alumni network through direct email marketing, Handshake, and to even more viewers through our social media channels and website. Contact us at career@lsu.edu to reserve your advertisement.

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

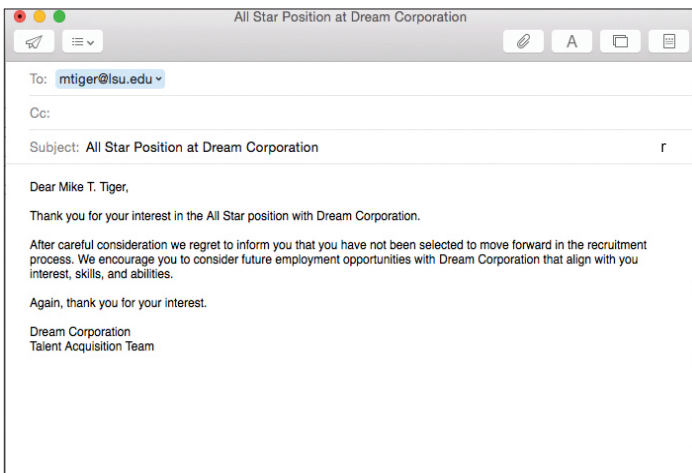
After you have completed Phases 1 and 2, focus on reviewing applications. Make sure you schedule and conduct first and possibly second-round interviews. Solicit input from employees who will supervise or work closely with interns. Then, select your final candidates.

HAVE A CLEAR UNDERSTANDING OF WHAT YOU ARE LOOKING FOR IN AN INTERN.

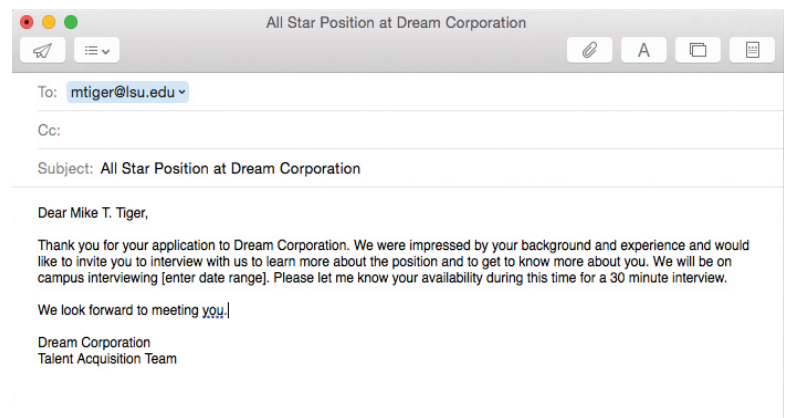
Make sure to provide enough time between posting your job and selecting a candidate to find the most qualified pool of candidates possible. An effective time frame would be a week. This is same time frame that employers have to screen résumés for the On-Campus Interviewing Program.

NARROW DOWN YOUR CANDIDATE FIELD TO AN APPROPRIATE NUMBER OF CANDIDATES YOU FEEL COMFORTABLE INTERVIEWING.

This number can typically range from four to 13 depending on the position. From here, notify all candidates of whether they were selected for an interview.



SAMPLE INTERVIEW SELECTION EMAIL



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 where employers can conduct on-campus interviews anytime between 8:15 a.m. and 4:15 p.m. To reserve interview rooms, log in to your Handshake account and select "Request an Interview" from the home page. 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 about your decision.

PHASE 3: SCREENING AND SELECTION CONTINUED...

ON-CAMPUS INTERVIEWING PROGRAM SCHEDULES:

ROOM-ONLY SCHEDULE

The Room-Only Schedule allows recruiters who already have résumés of interested candidates to interview using our facilities. These schedules are managed outside of the Handshake system. A Room-Only Schedule allows employers to contact students directly and schedule interviews after reserving an interview date. Individuals on the schedule must have active LSU Handshake accounts, verifying their LSU student or alumni status. Students from other universities are not allowed to interview in our facility.

OPEN SCHEDULE

The Open Schedule allows LSU students and alumni who are registered with the LSU Olinde Career Center and meet the organization's requirements to sign up for interviews on a first-come, first-served basis. Sign-ups are managed through Handshake.

PRESELECT SCHEDULE

The Preselect Schedule allows recruiters to review submitted résumés prior to the campus visit and select candidates to be interviewed. Students who are preselected will then have the opportunity to sign up for interview times through Handshake. Toward the end of the scheduling period, any alternates that have been selected have the opportunity to select interview times through Handshake, should timeslots remain available.

RÉSUMÉ SUBMISSIONS FOR PRESELECT SCHEDULES

To be considered for an on-campus interview, students must submit their résumé for every opportunity for which they are interested. The résumé submission deadline will vary depending on the actual interview date. All deadlines are listed within each interview schedule. Each employer has a 35-day application period, ending two weeks before the scheduled interview date.

EMPLOYER SELECTION FOR PRESELECT SCHEDULES

After résumé submission has ended (two weeks before the scheduled interview date), employers select primary and alternate candidates via Handshake. Most employers will email primary candidates, but students should check Handshake daily to see their selection status.

STUDENT SIGN UP PERIOD FOR PRESELECT SCHEDULES

Primary candidates can begin choosing timeslots nine days prior to the scheduled on-campus interview date. Sign-ups are based on a first-come, first-served system and are not guaranteed. Should timeslots remain six days prior to the on-campus interview date, alternates may select a slot on a first-come, first-served basis. Note: Employers may still add primary and alternate students during this time, so students should continually check Handshake for any status updates. The final schedule closes five days before the interview date and is viewable by employers four days before the interview date.

PHASE 4: ONBOARDING

The National Association of College Employers 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, including 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 of 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.

PHASE 4: ONBOARDING CONTINUED...

Essentially, we want you, the employer, to have the opportunity to create an internship that benefits everyone 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 of an internship is the experience. Interns are young professionals and 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.

MAY 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 if 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:

Another potential successful strategy includes 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. This is an excellent way to keep communication 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

ADDITIONAL TIPS

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.

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 to provide you with anonymous samples from our Handshake 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 CONTINUED...

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, 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.

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;**

APPENDIX B: FAIR LABOR STANDARDS ACT'S DEFINITION OF INTERNSHIPS CONTINUED...

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 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

APPENDIX C: FREQUENTLY ASKED LEGAL QUESTIONS CONTINUED...

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 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 of classifying the intern this way is 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 and 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.



**WINTER
MARKETING COMPANY**

Company Description

Located on Louisiana State University's prestigious campus, Winter Marketing Company is a specialized public relations company. Winter caters to various departments on campus as well as various businesses in the area. Winter Marketing Company specializes in media relations and utilizing social media. Winter and Associates also excels in event production. Some of their services include Internet marketing, advertising, web site design, and television and radio advertising, to name a few.

Mission Statement

At Winter Marketing Company (WMC), it is our responsibility to provide our clients with the best possible marketing strategies our company has to offer combined with excellent customer service. We desire to maintain a rewarding environment in which both the client and the company can be successful.

Logistics:

Advertising and Hiring for the Position: The position will be advertised during LSU's Career Fair. The next working day, Winter Marketing Company (WMC) will identify the top 20% of candidates. Students will then go through a 30 minute phone interview process and the hiring team at WMC team, with the Assistant Director of Employment Services, will choose the viable candidate.

Supervision: The Public Relations Intern would be directly supervised by the Assistant Director of Employment Services, as well as the Coordinator of Employment Services. The supervisor should be readily available to answer questions and provide advice to the intern on a regular basis.

Location: The intern will have space in the Winter Marketing Company's main building.

Transportation: As the intern will often accompany supervising staff to meet with clients and businesses, transportation is not necessary; however, it is highly recommended and preferred.

Pay: Student will be paid \$8 hourly, not exceeding \$6,000. These hours will be documented via bi-weekly timesheets.

Duration: January 15- August 2, with the possibility of extending internship to the end of December, if available.

Attire: The intern will wear business casual attire at all times.

Training: Extensive training for the public relations intern will be provided via Employment Services.

AN INTERN should be given something similar for them to know exactly the employer's expectations. 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 IMPORTANT for a company to ensure 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 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.



**WINTER
MARKETING COMPANY**

**Winter Marketing Training Manual –
Day 1 & 2**

Day 1	Order of Events		Homework and Expectations
Monday	9:00-9:30 9:30-10:00 10:00-10:30 10:30-11:30 11:30-12:30 12:30-2:30 2:30-4:00 4:00-4:30	<ul style="list-style-type: none"> • Settling in • Staff meet and greet • Company tour • Company overview, duties, and expectations • Lunch • HR Department, policy and procedures an intern will be held to • Shadowing – learn how to complete assigned tasks with the help of a mentor • Questions 	<ul style="list-style-type: none"> • Read the employee handbook if you haven't already done so • Know what resources are available to you • Familiarize yourself with the policies and procedures of the Winter Marketing Company
Day 2	Order of Events 9:00-9:30 9:30-11:30 11:30-12:30 12:30-2:30 2:30-4:00 4:00-4:30	<ul style="list-style-type: none"> • Settling In • System Training – company modules • Lunch • System Training – Abacus, Quickbooks, etc. • Shadowing • Questions 	<ul style="list-style-type: none"> • Familiarize yourself with the system training guide

**EMPLOYER
INTERNSHIP
RESOURCE GUIDE**

