



An Internship Guide for Employers

What you need to know to create a quality program that will benefit both you and our students

Adapted from Messiah College, "Creating and Maintaining a Quality Internship Program"

Notre Dame College

Updated 10/2016

Allow us to introduce ourselves...

Located just east of Cleveland, Ohio; Notre Dame College is a Catholic institution that was established in the tradition of the Sisters of Notre Dame in 1922. We educate a diverse population in the liberal arts for personal, professional, and global responsibility.

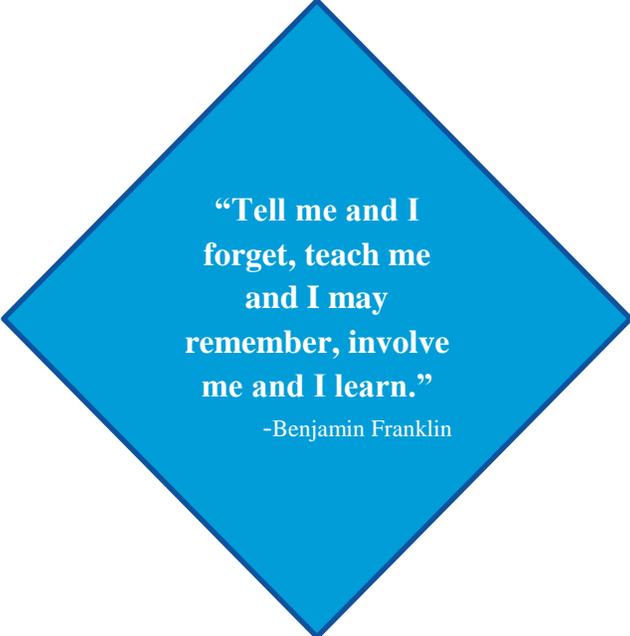
As part of the Notre Dame College curriculum, all students pursuing a Bachelor of Arts degree are required to complete an internship, practicum, or field experience. Though it is optional for students seeking a Bachelor of Science degree, we encourage all of our students to participate in the program.

What is an Internship?

Internships consist of carefully monitored work or service experience in which a student has intentional learning goals and reflects actively on what she or he is learning throughout the experience. They are typically part of an educational program, and are carefully monitored and evaluated for academic credit. Internships provide the opportunity for students to promote their academic and professional career.

Do you have opportunities in your organization for students in the following areas?

- Accounting
- Art
- Biology
- Business Administration
- Chemistry
- Communication
- Criminal Justice
- Education
- English
- Environmental Science
- Finance
- Graphic Design
- History
- Human Resource Development
- International Business
- Intelligence Studies
- Liberal Studies
- Management
- Management and Informational Systems
- Marketing
- Mathematics
- Nursing
- Political Science
- Psychology
- Public Administration
- Public Relations
- Sport Management
- Theology



**“Tell me and I
forget, teach me
and I may
remember, involve
me and I learn.”**

-Benjamin Franklin

How Do Internships Benefit Employers?

Your organization will benefit from the internship experience.

Organizations reported the primary reasons to hire interns in 2014:

- 74% hired interns to develop a talent “pipeline”
- Year round source of highly motivated pre-professionals
- 64% hired interns to assist with project work
- 44% hired interns to increase visibility of their organization on campus
- Quality candidates for temporary or seasonal positions and projects
- Freedom for professional staff to pursue more creative projects
- 44% hired interns as a flexible, cost-effective work force support without a long-term employer commitment
- Proven, cost-effective way to recruit and evaluate potential permanent employees
- Your image in the community is enhanced as you contribute your expertise to the educational community
- 44% hired interns to test out potential employees before hiring them
- 32% hired interns for creative and innovative input. Students bring new perspectives to old problems and can provide fresh insight.

Adapted from the 2015 ERC/NOCHE Intern and Recent Graduate Pay Rates and Practices Survey

An important differentiating element of an internship from a short-term job or volunteer work experience is that there is an intentional “learning agenda” which is structured into the experience. An effort is made to establish a reasonable balance between this learning agenda and the specific work an organization needs to be done. *(Adapted from materials published by the National Society for Experiential Education.)*

Internships provide an experience for students that promote their academic and professional career as well as their personal development. **Internships** are experiences related to a student’s major in which the student works in a professional environment under the supervision of practicing professionals.

They:

- are short-term, usually one semester (three to four months) long
- cannot be shorter than one month
- can be full- or part-time
- can be paid or unpaid
- may or may not be for academic credit
- must be on site for at least 80% of the internship

In a 2014 survey, the ERC (Employer’s Research Council) and NOCHE (Northeast Ohio Council on Higher Education) found that employers reported the number one benefit of having interns on staff was that it allowed them to develop a talent pipeline of new hires for positions within their organization.

Additionally, employers indicated that interns provided valuable workforce support and produced special project work with little or no financial impact.

“2014 ERC/NOCHE Internship Pay Rates and Practices Survey”



STEPS TO BEGINNING AN INTERNSHIP PROGRAM

Designing an internship program that meets your needs

As varied as organizations are in age, size, industry and product, so too are their internship activities. Are you going to pay your intern? See Appendix B (page 20) for recent information on pay rates for interns in Northeast Ohio. Designing an internship program to meet your needs is as easy as five steps:



Throughout the internship, employers should:

- Provide a solid job description and assist in goal setting
- Orient the intern to his or her new surroundings and provide some training
- Give your intern the resources he or she needs to do the job effectively
- Keep an eye on the intern and watch for signs of confusion or boredom
- Periodically review their goals and give lots of feedback
- Assign challenging but realistic tasks, such as:
 - Writing handbooks or manuals
 - Designing posters, charts, graphs, PowerPoint presentations
 - Generating financial forecast and cost recovery reports
 - Conducting studies and surveys
 - Performing software/hardware modifications
 - Compiling technical reports
 - Conducting research and generating marketing plans
 - Performing laboratory tests
- Provide clear direction, leadership, mentorship and networking opportunities
- Meet with the intern frequently for project status
- Encourage questions and promote professional, open communication to help the interns develop human relations skills, decision-making abilities and tactics to manage office politics

- **Be role models and set professional examples**
- **Evaluate the intern using the Supervisor Evaluation Form on page 14**

THINGS TO KEEP IN MIND...

- ❖ When you're recruiting for interns, promote your organization with the Career Services Center at Notre Dame College, register your organization and post open positions on Falcon Career Network (www.notredamecollege.edu/fcn), attend internship and job fairs when we have them, or connect with faculty and student organizations. Conduct on-campus interviews with our students – we can arrange these for you! Set up a display table to distribute informational materials and meet face-to-face with students. For a more direct approach, contact Jennifer Lowery, Notre Dame College's Internship Coordinator at 216.373.6453, or email her at jlowery@ndc.edu.
- ❖ Remember: **choose your interns just as carefully as you'd choose permanent employees.** After all, **they might be permanent employees someday.** You're making an investment; time and money will go into this person. With careful consideration of whom to hire at the beginning, you can avoid some of the most common pitfalls of internships.
- ❖ Last, but certainly not least, **learn the legal implications** of hiring interns. Just like any other workers, they are subject to legal protections and regulations. Protect yourself and your intern by knowing the laws. What work can and can't you assign? This is especially important if your company employs international students who need special qualifications to work in the U.S. Consult your corporate lawyer or the intern's school office of international education, if you think you might run into problems.

Assign challenging, but realistic tasks students can accomplish within the time period of their internship. If possible, work with Notre Dame College faculty and staff to establish specific learning goals, and be willing to incorporate the intern's particular strengths. All of these tasks should relate to the overall efforts of your organization.

Do you have to pay interns?

The U.S. Fair Labor Standards Act (FLSA), which applies to all companies that have at least two employees directly engaged in interstate commerce and annual sales of at least \$500,000.00, severely restricts an employer's ability to use unpaid interns or trainees. It does not limit an employer's ability to hire paid interns. You don't have to pay interns who qualify as leaders/trainees. The U.S. Department of Labor has outlined six criteria for determining trainee status:

1. Interns cannot displace regular employees.
2. Interns are not guaranteed a job at the end of the internship (though you may decide to hire them at the conclusion of the experience).
3. Interns are not entitled to wages during the internship.
4. Interns must receive training from your organization, even if it somewhat impedes upon the work.
5. Interns must get hands-on experience with equipment and processes used in your industry.
6. Interns' training must primarily benefit them, not the organization.

Workers' and Unemployment Compensation

Workers' compensation boards have found that interns contribute enough to a company to make them employees. It's wise to cover interns under your workers' compensation policy even though you aren't required to do so. Student interns are not generally eligible for unemployment compensation at the end of the internship.

Keep In Mind

Even if a student is working through a school program for which he or she is being “paid” in college credits, the student still has the right, under the FLSA, to be paid unless the employer is not deriving any immediate advantage by using him/her. Paid interns make ideal workers — hungry to learn, eager to make a good impression and willing to perform a multitude of tasks. The relatively small amount of money employers spend on intern wages and benefits is a good investment, because it often produces future, long-term employees.

The employer should identify the specific terms and conditions of employment (e.g., dates of employment as an intern, including the date the internship will end, compensation, organizational and/or reporting relationships, principal duties, tasks or responsibilities, working conditions, confidentiality, any other expectations of the employer), and should discuss these with the prospective intern so that there is no misunderstanding regarding the relationship. Also, it may make good sense to document such a discussion with a written agreement. This should be made in consultation with Notre Dame College. If an intern is harassed at your organization, and you don’t do anything about it, your organization opens itself to the risk of lawsuits. Take time to advise your interns of appropriate workplace behavior, the organization’s harassment policy, and complaint procedures.

International Students

Notre Dame College’s international student advisor, Carl Nolan (cnolan@ndc.edu), arranges the Curricular Practical Training visa to ensure legal compliance. If you have any questions you can contact him directly or visit the website of the U.S. Citizenship and Immigration Services:

<http://www.uscis.gov/working-united-states/students-and-exchange-visitors/students-and-employment>

Employers can take advantage of a nationwide service provider who handles all the necessary paperwork and processing for international students to work in an organization:

Immigration Support Services

1300 Bent Creek Blvd.

Mechanicsburg, PA 17055

Web: www.immigrationsupport.co

TEN CONCERNS OF INTERNS

1. Give us real work!

Interns want to work and learn. An intern can help you get a job done that you couldn't otherwise, right? If you've brought on an intern as a recruitment tool, then how will you be able to assess their abilities? It just makes sense to utilize your interns well.

2. Do what you say, and say what you do!

Be honest with your interns about what they can expect during their internship. If the job will require stuffing envelopes occasionally, then make that clear. But if you tell the intern they will be researching a project, and they spend 90% of their time doing "grunt work," bad feelings can develop. Honesty doesn't cost you anything, and it will make the interns feel that much more respected.

3. We like feedback!

Remember that interns are students, and they may not have the business skills and experiences that you take for granted. If your intern makes an oversight, just pull him or her aside and explain how the situation should be handled in the future.

4. We want to be included too!

Is there a staff meeting they can attend? Can they quietly tag along to that next project meeting? Headed to lunch with a couple of people in the office? Please include them in the daily life of your workplace. After all, if you provide a little more perspective on the intern's work, the product will be much better.

5. Please explain.

When you assign work, make sure you give a detailed explanation. While the work may seem trivial and obvious to you, it may not be obvious to someone who's never done it before. Allow them time to ask questions. Patience and a few extra minutes at the beginning will pay off later when your intern can produce good work independently.

6. I want a mentor!

Make sure that interns have a mentor or supervisor to provide guidance. Make it someone who truly likes to teach, and the experience will be even better.

7. A minute of your time please.

The best mentor in the world is useless if he or she can't or won't spend the necessary time mentoring. As newcomers, interns may not speak up if they're feeling ignored, so the burden of making sure they're okay is on the mentor. If the busiest person in the office wants to be the designated mentor, he or she should schedule regular times to meet with the intern.



8. Be prepared!

That wonderful day has arrived and the intern goes to start their internship only to learn that no one knew they were coming, and there is no place for them to work.

9. Um...I need a chair.

It is amazing how many employers hire an intern and don't think about the fact that they will need a desk, chair, phone, and a computer in order to do the task assigned. It is not efficient to move an intern from desk to desk as people are out from one day to the next.

10. Show me the money (as best you can).

While each internship is different and each industry has its own personality, remember that interns have expenses. Your organization may not be in a position to pay much, but anything can help. Maybe you can help pay for their parking, take them to lunch every so often, or develop some other creative way to assist them.

Additional ways to compensate interns:

- 41% Pay for or allow interns to attend organization's social events
- 32% Use rewards or recognition (gift cards)
- 22% Utilize on-site perks (cafeteria, fitness center)
- 21% Pay for or allow interns to attend networking events
- 16% Paid holidays
- 8% Provide additional training opportunities
- 8% Provide housing
- 8% Provide parking

You can also provide interns with:

- ❖ company apparel
- ❖ product discounts
- ❖ professional development opportunities
- ❖ participation in wellness programs or associated activities
- ❖ travel/mileage reimbursement

Adapted from 2014 ERC/NOCHÉ Intern and Recent Graduate Pay Rates and Practices Survey

ORIENTING AND TRAINING INTERNS

Many students are unfamiliar with the activities, environment and objectives of business and industry. Even though your interns may have worked part-time to support their education, these experiences may not have exposed them to organizational politics, the need for confidentiality, the importance of teamwork, or the profit-making orientation of business. It is this orientation and training dimension of the internship experience that emphasizes the partnership role of the sponsoring organization.

The sooner your student interns understand what your organization does and how it operates, the sooner they can assume assigned responsibilities and become productive. You can help this process by providing them with the following things:

Prior to the first day:

- Set up an organized work area for the intern
- Set up phone, voicemail, PC, email, and internet access and/or other resources necessary for them to accomplish the tasks you have stipulated in the internship position description
- Outline work expectations for the duration of the internship
- Prepare forms to be signed, including a confidentiality agreement, if necessary

Provide Information regarding:

- company or organization
- special industry jargon
- specific work standards and procedures
- reporting relationships or organizational structures
- access to the supervisor (days, times, and duration)
- tasks that can be completed without supervisory approval
- work processing requests and timeliness
- mail and telephone systems
- approved form(s) for correspondence
- safety regulations
- procedure for signing off completed work
- periodic forms or reports to be completed
- security and confidentiality issues, if relevant
- acceptable dress and appearance
- maintaining the premises and work station
- productive interactions with others at the work site
- personnel who can answer different kinds of questions
- how the organization wants the intern to deal with clients, customers, and vendors



You can communicate this information in several ways:

- take your interns on a tour of the facilities and introduce them to the other employees
- give your interns company materials to read such as newsletters, annual reports, an organization chart, or memos from the CEO
- encourage your interns to spend break and lunchtimes in places where employees gather
- schedule regular one-on-one meetings with them
- give the interns opportunities to observe (or participate in) professional meetings
- allow the interns to interview company personnel
- encourage the interns to walk around and observe others at work

Develop a thorough orientation and training program to be implemented when the interns begin working so they'll quickly become productive members of your team.

The success of an internship depends on the partnership between representatives of the organization, the College, and the student. These three parties need to agree on the conditions of the internship, the responsibilities of each party, and the reporting requirements. The internship process has proved mutually beneficial for both the student and the employer.

You should anticipate that you will have some interaction with Notre Dame’s Internship Coordinator, Jennifer Lowery, through email, telephone calls, on-site visits, and/or written evaluations. She will help you find a solution if difficulties occur (i.e., intern attendance or punctuality problems, low motivation, unsatisfactory work, or personnel conflicts). Also, you should get in touch with her if the internship conditions must be altered, such as a change in supervisors, transfer or termination of an employee involved in the interns' work, or other unanticipated changes.

DEVELOPING WORK ACTIVITIES AND MEASURABLE LEARNING OBJECTIVES

A large part of producing effective position descriptions involves the development of challenging work assignments that complement students' academic programs. One way to do this is to design a preliminary list of work activities that will fit the needs of your department. A detailed description of typical tasks will help Notre Dame College to promote your internship, and to screen the right candidates for the position. Later, when the interns you select join your team, you will have a chance to review the work activities and modify them according to the interns' knowledge and personal work/learning goals.

As part of the educational process, internship activities should focus on projects specifically related to the academic majors and the degrees the interns expect to receive. Students who perform menial tasks will become quickly demoralized and will learn nothing about applying their expertise to a business environment. While many students work (or have worked) at part-time jobs to finance their education, an internship does not fall into the category of a job. It is actually part of their academic program and should offer every opportunity to link classroom learning to workplace experience.

INTERNSHIP ASSIGNMENTS

Students are responsible for:

- Receiving NDC’s approval of internship and registering the experience before working
- Completing bi-weekly progress updates to document progress and hours worked
- Achieving the learning objectives established before beginning the internship

Supervisors are responsible for:

- Providing a job description and assisting the intern with 3 learning goals
- Signing and completing paperwork, including the “Supervisor Evaluation Form” (Located on page 13)
- Notifying Jennifer Lowery (jlowery@ndc.edu) of any issues that develop with the intern

SUPERVISING THE INTERN

As an intern supervisor, you use all the skills necessary in any effective supervisory relationship:

- Providing leadership
- Mentoring
- Developing and training
- Motivating
- Communicating
- Evaluating
- Coaching

Additionally, the students will look to you as a mentor who will assist their transition from the classroom to the work environment. Since the internship is an extension of the learning process, you will need to provide opportunities to bridge the two experiences. At the same time you will have an opportunity to coach, counsel and reinforce positive attitudes and performance.

We suggest that you meet with your intern regularly to provide feedback concerning their performance. During these meetings, the students can:

- report on the status of a project
- ask questions
- learn how their work is contributing to the organization
- participate in an evaluation of their strengths
- discuss areas needing growth and development
- get a sense of what kind of work lies ahead

Encourage your interns to keep a portfolio of work accomplished during the experience. This will help fulfill the students' academic requirements and provide them with a sense of accomplishment. In addition, it will give you a basis to discuss their professional growth.

Specific work documents to include in a portfolio might be any of the following:

- Job Descriptions
- Company Newsletters
- Financial Reports
- Legislation
- Performance Appraisals
- Displays & Exhibits
- Proposals
- Charts/Graphs
- References
- Manuals
- Correspondence
- Survey Reports

KEY POINTS

- Maintain an open channel of communication with formal and informal meetings
- Keep the interns busy and directed towards their learning objectives. Students rarely complain of overwork, but they do complain if they are not challenged.
- Provide opportunities for increasing responsibility.
- Encourage professionalism by assisting the interns in developing human relations skills, decision-making abilities, and managing office politics.
- Remember that you are a role model.
- Develop connections.



INTERNSHIP POSITION DESCRIPTION

Position Title: _____

Phone: _____ **Fax:** _____

Organization: _____

Email: _____

Address: _____

Website: _____

City: _____

Profit or Non-Profit: _____

State: _____ **Zip:** _____

Majors Desired: _____

Contact: _____

Title: _____

GPA Desired: _____

Is free and safe parking available? __ Yes __ No

If not, do you provide parking reimbursement? __ Yes __ No

Desired Availability:

____ Part-Time

____ Spring Semester

____ Other: _____

____ Full-Time

____ Fall Semester

____ No Preference

____ Summer

Preferred Days: _____

Compensation: _____

Brief Description of your organization: _____

Job/Project Description: _____

Experience/Skills Desired: _____

Training/Coaching/Professional Development Provided: _____

Inquiry Deadline: _____



Supervisor Evaluation Form

Be sure to provide your supervisor with this form **at least two weeks prior to the completion of your internship.**

Student Name: _____ **Term:** _____ **Total Hours Worked:** _____

Supervisor: _____ **Organization/Company:** _____

This evaluation is an assessment of the student's performance, professionalism, and development of knowledge and skills during the Internship. We hope that you share your feedback with the student. The student needs to upload this completed form to Moodle. Thank you!

	Needs Improvement	Average	Above Average	Outstanding	N/A
<i>Personal/Professional Development</i>					
Dependability	<input type="checkbox"/>				
Attendance/Punctuality	<input type="checkbox"/>				
Reception to Learning	<input type="checkbox"/>				
Reception to Supervision	<input type="checkbox"/>				
Level of Professionalism	<input type="checkbox"/>				
Quality of Work	<input type="checkbox"/>				
Quantity of Work	<input type="checkbox"/>				
Work Ethic	<input type="checkbox"/>				
Attitude	<input type="checkbox"/>				
Cooperation with Other Staff	<input type="checkbox"/>				
<i>Skill Development</i>					
Writing	<input type="checkbox"/>				
Communication	<input type="checkbox"/>				
Social Interaction	<input type="checkbox"/>				
Research/Information Retrieval	<input type="checkbox"/>				
Computer Skills	<input type="checkbox"/>				
Problem Solving/Critical Thinking	<input type="checkbox"/>				

Comments: _____

Would you be willing supervise another NDC intern in the future? _____

Supervisor Signature: _____ **Date:** _____

**APPENDIX A:
Additional Resources**

National, member organizations can offer excellent assistance. The following organizations, and their regional and/or statewide affiliates, should be consulted.

Cooperative Education and Internship Association (CEIA)

16 Santa Ana Place
Walnut Creek, CA 94598
Phone: 800-824-0449
Fax: 925-906-0922
Web: www.ceiainc.org

National Association of Colleges and Employers (NACE)

62 Highland Avenue
Bethlehem, PA 18017-9085
Phone: 800-544-5272
Fax: 610-868-0208
Web: www.naceweb.org

National Society for Experiential Education (NSEE)

19 Mantua Rd.
Mt. Royal, NJ 08096
Phone: 856-423 - 3427
Fax: 856-423-3420
Web: www.nsee.org

**APPENDIX B:
ERC/NOCHE Intern Pay Rates 2014**

The Employers Resource Council (ERC) and the Northeast Ohio Council on Higher Education (NOCHE) completed a study in the spring of 2014 that recorded information from 122 organizations which included pay rates for their interns. Below is a list of the number of paid and unpaid interns, and the **average pay rates** for eleven different intern types.

Type of Intern	No. of Unpaid Interns	No. of Paid Interns	Average Pay Rate
Accounting/Finance	3	181	\$13.45
Engineering	0	578	\$15.71
Human Resources	7	56	\$12.89
Information Technology	13	120	\$13.14
Marketing/Communications	17	112	\$11.58
Non-Profit/Health & Human Services	36	10	\$9.33
Operations	0	50	\$12.01
Performance/Studio Art (2013)	3	24	\$14.00
Research (<i>non-scientific</i> , 2013)	12	19	\$14.00
Research (<i>scientific</i>)	1	24	\$12.09
Sales/Customer Service	0	40	\$13.22

: Data from 2014 ERC/NOCHE Intern & Recent Graduate Pay Rates & Practices Survey, April 2014