



FLORIDA STATE UNIVERSITY
DIVISION OF STUDENT AFFAIRS
THE CAREER CENTER

University Best Practice:

*Engaging & guiding employers in
launching and revitalizing successful internship programs*



Your Presenters



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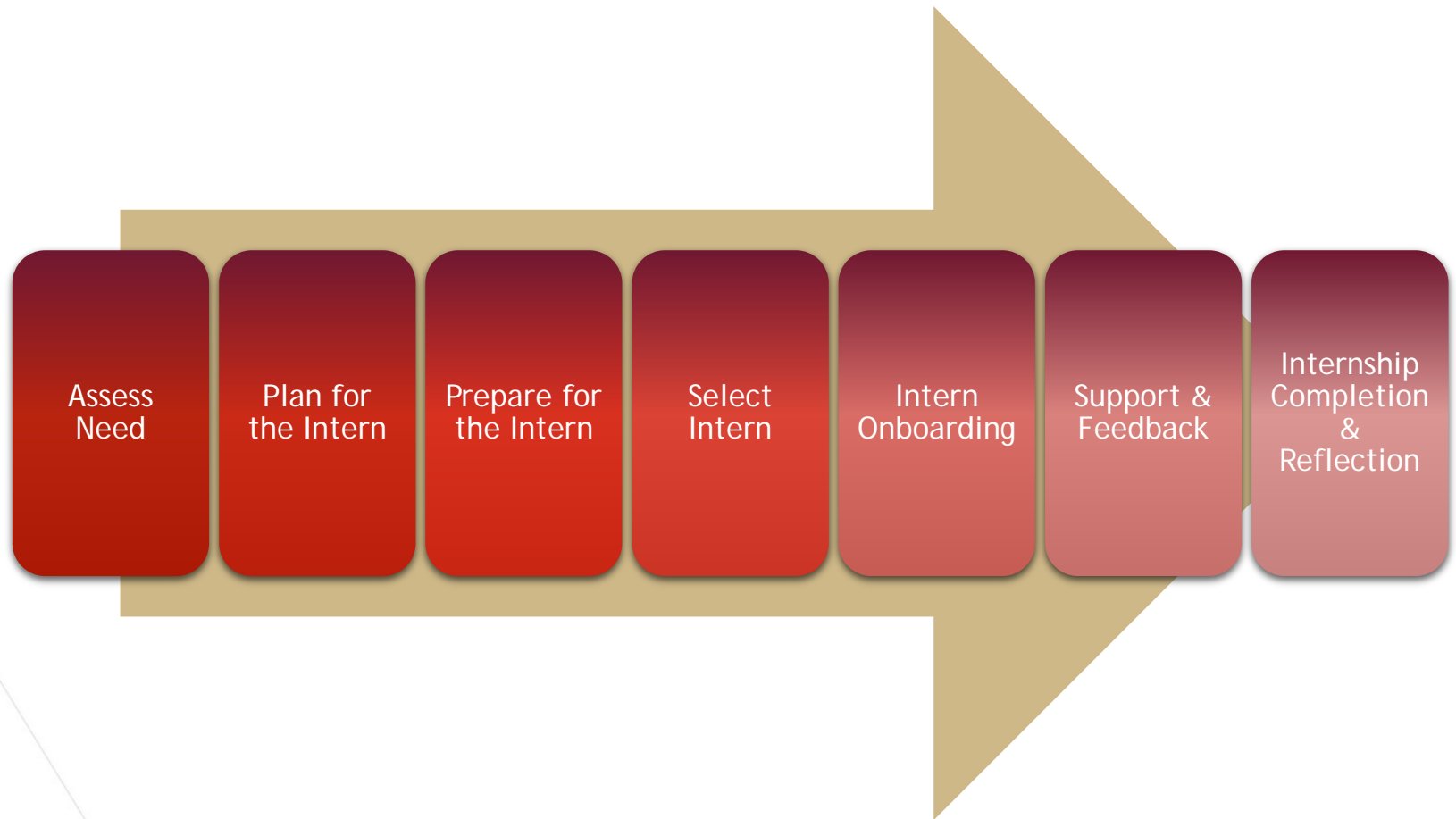


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Designing and/or Revitalizing Your Internship Program





*Please follow along in the
FSU Career Center's
2019-2020 Employer Handbook.*

Our Goal for You



To attract top quality interns, employers understand the benefits to the student and **structure** internships in a way that the experience benefits both the student and the employer.

What is an Internship?

“An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields; and give employers the opportunity to guide and evaluate talent.”

National Association of Colleges and Employers (NACE)





versus



Is {Your Organization} Ready for an Intern?

ASSESS YOUR ORGANIZATIONAL NEED:

- ☐ Are there back-burner projects that you would like to see completed?
- ☐ Is there a big project or peak season when your organization needs extra help?
- ☐ Do you have a specific employee that would benefit from extra short-term assistance?
- ☐ Do you have any preexisting resources or programs that need an update?
- ☐ Do you have a great idea that your organization needs help launching?

71.4% vs. 42.4%

At the one-year full-time employment mark, hires converted from an employer's own internship program outpace their inexperienced counterparts

*National Association of Colleges and Employers
(NACE, 2019)*

ASSESS YOUR ORGANIZATIONAL READINESS:

- ☐ Does your organization have both the time and resources needed to develop and mentor an intern throughout the entire experience?
- ☐ Is there a physical space for the intern to complete work equipped with the necessary technology?
- ☐ Can you develop a clear plan of how the intern can effectively contribute to your goals?
- ☐ Do you have a supervisor with some degree of expertise in the area in which the intern will be working?
- ☐ Who will be responsible for planning and executing your intern's on-boarding and off boarding process?
- ☐ Does your organization have the supervision structure to ensure the intern is meeting organization standards?

What can {Your Organization} Offer an intern?

- The *most* important factor for students in the workplace is guidance and support.
- To create beneficial learning experiences, you must have the time to train, mentor, and monitor your interns.

Good interns understand the

JOB.

Great interns understand the

COMPANY.

*Elaine Krehmeyer, President,
Career Revelations*

Internship Compensation

In general, interns typically make more than minimum wage:

State of Florida minimum wage is \$8.46

Paid opportunities recruited through FSU (2017-2018 AY) averaged \$13.99 per hour.

Academic Credit \neq Compensation



FSU supports the fact that academic credit is not the same as compensation.

Enrolling in an academic course during an internship means the student will be paying tuition. For 2016-2017, the in-state charge per credit hour is **\$215.55** + fees. A typical three-credit course is **\$646.65** + fees.

Florida State University Registrar

- Academic credit is always at the discretion of the Academic Department/Program or College/School
- Not all majors *at every university* offer an academic internship course
- Eligibility requirements for academic internship courses can vary depending on year in school, degree level and major

Willingness to Support Pursuit of Academic Credit

- Include it in your position description:

Is the internship eligible for academic credit?

Contact your major's internship coordinator or academic advisor to get the appropriate paperwork.

If our internship fits your academic program's requirements, we'd be delighted to work with you to fulfill requirements and complete the required paperwork, when possible.

Remember:

The onus lies with the student, never with the employer to explore the potential of or to promise an internship is eligible for academic course credit!

As Universities grant academic credit, an organization should **avoid** promising that their internship will qualify for academic credit.

Additional Perks for Interns

- Tuition reimbursement or academic scholarships
- Housing allowance
- Free catered lunch every day
- Parking/transportation pass
- Sponsored membership to a professional development organization
- Registration to local, regional or national professional development trainings or conferences
- Certifications or trainings
- Free professional headshots
- Family & Pet Friendly policies
- Fun offsite company events



U.S. Department of Labor FLSA Test for Unpaid Interns Fact Sheet #71

<https://www.dol.gov/whd/regs/compliance/whdfs71.pdf>

**U.S. Department of Labor
Wage and Hour Division**



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

This fact sheet provides general information to help determine whether interns and students working for “for-profit” employers are entitled to minimum wages and overtime pay under the Fair Labor Standards Act (FLSA).¹

Background

The FLSA requires “for-profit” employers to pay employees for their work. Interns and students, however, may not be “employees” under the FLSA—in which case the FLSA does not require compensation for their work.

The Test for Unpaid Interns and Students

Courts have used the “primary beneficiary test” to determine whether an intern or student is, in fact, an employee under the FLSA.² In short, this test allows courts to examine the “economic reality” of the intern-employer relationship to determine which party is the “primary beneficiary” of the relationship. Courts have identified the following seven factors as part of the test:

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee—and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by educational institutions.
3. The extent to which the internship is tied to the intern’s formal education program by integrated coursework or the receipt of academic credit.
4. The extent to which the internship accommodates the intern’s academic commitments by corresponding to the academic calendar.
5. The extent to which the internship’s duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern’s work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is not an entitlement to a paid job at the conclusion of the internship.

Steps to Developing a Quality Position Description



Select an Appropriate Position Title:

A descriptive title should reflect the duties/responsibilities, e.g. *"Event Management Intern"* or *"Policy & Research Intern."*



Write a Robust Position Description:

Be clear, Be realistic and Be honest. This is also an easy way to share insights about your organizational culture. Avoid blanket statements, be specific & on brand!

INTERNSHIP LENGTHS:

Typically, internships last 10-12 weeks and run on the same timeline as academic semesters:

- Fall (Late August - Early December)
- Spring (Early January - Late April)
- Summer (Mid-May - Early August)

*University Holidays, Breaks and Closures, are typically recognized allowing the Intern to put studies first

Description:

"Looking for individuals who want to learn event planning, friendraising and fundraising while playing a critical role in the success of our non-profit organization. Experience will be gained in volunteer management, communications, marketing, vendor management, and general administration."

Key responsibilities include:

"Vendor Recruitment: Attract artists and vendors. Execute vendor contracts. Address questions and other needs from vendors as festival approaches."

Logistics: Directly responsible for logistical planning and oversight such as ordering rental equipment and coordinating with the City on services provided, parking procedures, etc."

Qualifications:

"Seeking a Microsoft Excel ninja - the person in your circle everyone asks for tips or Be social media savvy (Twitter, Instagram, Facebook) and able to recommend best strategies for engagement."

Steps to developing a good position description continue



Sell Candidates on Your Organization's Mission:

"Our association is made up of 750 affordable housing developers, advocates, community leaders, and businesses. We work to secure resources, promote good policy..."



Highlight the Benefits of Choosing Your Internship...Sell your Internship!

Brag on the supervisor, opportunities and previous intern's experiences

Brag on the Supervisor:

"The intern will work under a supervisor, with the opportunity for mentorship, that has 20+ years of experience running multimodal communication strategies for Fortune 500, large non-profits and lobbying organizations."

Brag on the Opportunity:

"This internship provides exposure to and networking opportunities with many accomplished business leaders that volunteer with our association."

Brag using Previous Intern(s) Comments:

We've been hosting interns each semester for 15+ years. Hear it from our previous intern: "Without my supervisor's mentorship and guidance, I would not have developed the professional confidence and poise needed to secure my full-time position." - Rachel, Summer 2019

5 steps to developing a good position description



Describe the OVERALL Compensation Package:

- *Paid vs. Unpaid*
- *Monthly or semester stipend*
- *Scholarships*
- *Professional Development Conferences*
- *Certifications covered*
- *Added benefits*

"Perks of interning with us includes working with a world-class team (a.k.a fantastic coworkers), parking stipend, attendance at professional development and networking events, your own office, an occasional ice cream and swag."

72.7%

The average full-time job offer rate to interns is the highest it has been since the peak of the pre-recession market.

National Association of Colleges and Employers (NACE)



How Should Intern Candidates Apply?



How will candidates apply?

- Career Service Management system
- Via email with specific subject
- Company website

What materials do you need to determine candidate viability?

- Just a resume?
- Resume & Cover Letter?
- Do you need writing samples? Portfolio?

Promote Your Position



Advertise through Your Organization's Social Media Accounts:

- Use the #internship and tag the College/University and Career Center social media accounts
- Current interns and alumni can help market your opportunity on social media as well!

Utilize College/University Career Center:

- 700+ university career centers utilize [Handshake](#), a 24/7 virtual job board, to connect students and hiring employers!

Interviewing Candidates

Determine:

Where? | Who/committee? | What questions?

- Situational?
 - Tell me about a time when....
 - Give me an example of...
- Behavioral?
 - Have you ever made a mistake at work?
 - What do you do if you disagree with someone
- Case?
 - Your nephew runs a lemonade stand. Yesterday he was open between 2-5 PM and sold two cups. What should he do differently tomorrow?



Avoid questions that discriminate including the following topics:
age, race or nationality, pregnancy, disabilities, family & marital
status, household situation, religion or church affiliation.

<https://www.careeronestop.org/BusinessCenter/RecruitAndHire/InterviewAndHire/illegal-interview-questions.aspx>

Making an Internship Offer

- Student candidates are often considering, and applying for other internships.
- Extend your internship offer in writing and include:
 - Compensation package, dress code details, work schedule expectations
 - A deadline to respond; provide time for the candidate to assess the offer



Onboarding Process

{Your Association}

Onboarding Checklist for Interns

1. Overview of the Association

- ☐ Office structure
- ☐ Describe services offered
- ☐ Identify office leadership and key personnel
- ☐ Office culture
- ☐ Review dress code
- ☐ Employee Handbook/Manual
- ☐ Time reporting procedures
- ☐ Procedure to notify absence or being late

2. Internship position review and expectations

- ☐ Position expectations
- ☐ Training plan
- ☐ Learning objectives
- ☐ Work area and Use of office equipment (Phone, computer, printer, etc.)
- ☐ Evaluation procedures (Performance and feedback meetings)
- ☐ Intern work schedule

3. Tour of the facilities

- ☐ Restrooms
- ☐ Parking/Public Transportation
- ☐ Kitchen/Lunch Room
- ☐ Storage for personal belongings
- ☐ Supply room access



Don't expect your Intern to arrive knowing all the skills necessary to get the job done – provide initial and ongoing training and support!

Retaining Your Intern

- Structure, structure, structure!
- Onboarding
- Professional Development
- Feedback!
 - Regular 1:1s
 - Mid-Term Feedback
 - End of Experience Feedback

SUPERVISION



If there are any **FSU Alumni** or recent hires, take time to specifically introduce them or have that employee spend time with the Intern on their first day to create an informal mentor relationship.

In the future, your Intern may feel comfortable approaching them with questions they may be too embarrassed to ask their Supervisor!

Have your intern set 3 learning goals and use them to reflect during evaluation meetings

DEVELOPING LEARNING GOALS:

Develop learning goals with your Intern to identify outcomes and desired experiences. Learning goals should be SMART (specific, measurable, attainable, realistic, and time-bound). To ensure time is spent productively, collaborate your Intern in creating these goals. Learning goals may relate to:

Job Skills ("Hard Skills")

- Concrete skills the intern hopes to obtain or build, such as learning to follow or perform appropriate procedures, utilize special equipment/technology, and execute specific methods or job-related tasks.

Personal/Professional Skills ("Soft Skills")

- Less tangible skills and competencies the intern hopes to cultivate, such as self-confidence, working effectively with others, professional etiquette, networking, time management, organization, and decision-making.

Career Field/Industry Knowledge

- New information regarding the company, industry, occupation, or job duties.

DETAIL YOUR SUPERVISION STYLE & EXPECTATIONS:

- How much access to you does the intern have?
- What is your preferred communication style?
- Is there a procedure you want to follow for reviewing completed work?
- What periodic forms or reports do you want the Intern to complete?
- What tasks can be completed without your approval?

PROVIDE ON-GOING FEEDBACK:

Interns will look to their supervisors for guidance in navigating their transition to the professional world. Meet with the intern regularly.

Make sure to reinforce positive attitudes, and encourage the intern to keep a portfolio of work throughout the experience.

This will help the intern reflect when the internship has been completed and will provide a sense of accomplishment and professional growth.

EVALUATING THE INTERN

When providing an evaluation to the intern, be sure to include feedback on the intern's timeliness and ability to take and follow direction. Mention areas that need growth and development, as well as areas in which the intern excelled.

Internships are experiential learning opportunities designed to enhance the academic coursework, it is recommended that intern evaluations mimic the rhythm of an academic semester:

The First Evaluation

- When: 1-3 weeks after orientation, onboarding and training is complete
- Goal: Ensure everyone's initial expectations are being met

The Second Evaluation

- When: Mid-point of the internship
- Goal: Assess progress made towards agreed upon learning goals and determine if additional resources are necessary to complete assignments. Provide constructive feedback on areas of professional growth

The Final Evaluation

- When: Last week of the internship
- Goal: Both Supervisor and Intern can reflect on the experience, celebrate successes, assess professional growth as well as discuss constructively areas of improvement for both the Intern professionally and the Internship Program



Examples of Internship Guides



[The IIA's Internship in a Box](#)

 **campusphilly**

INTERNSHIP IN A BOX

a guide for employers

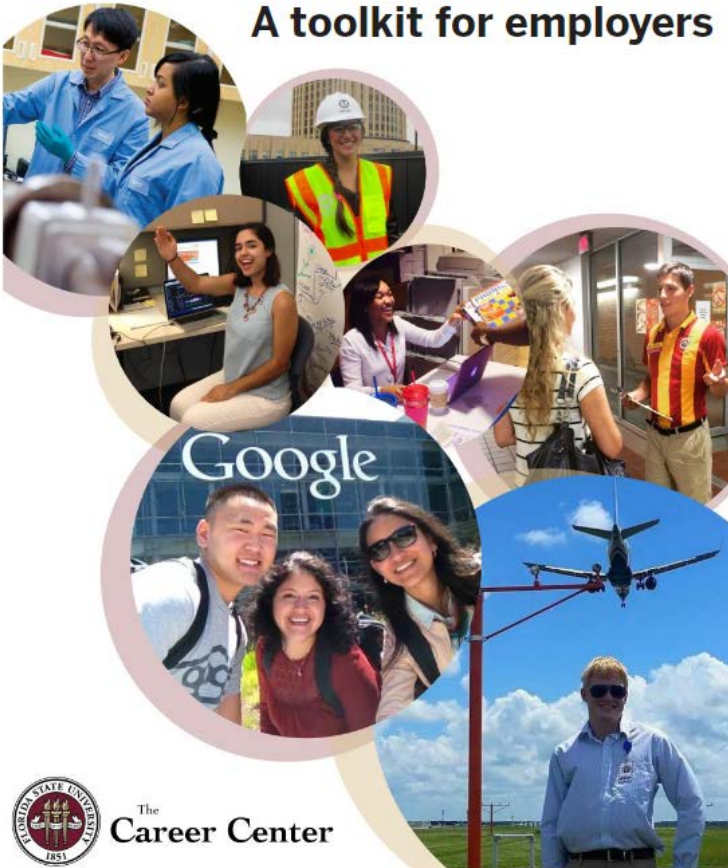


everything you need to know

[Campus Philly - Internship in A Box](#)

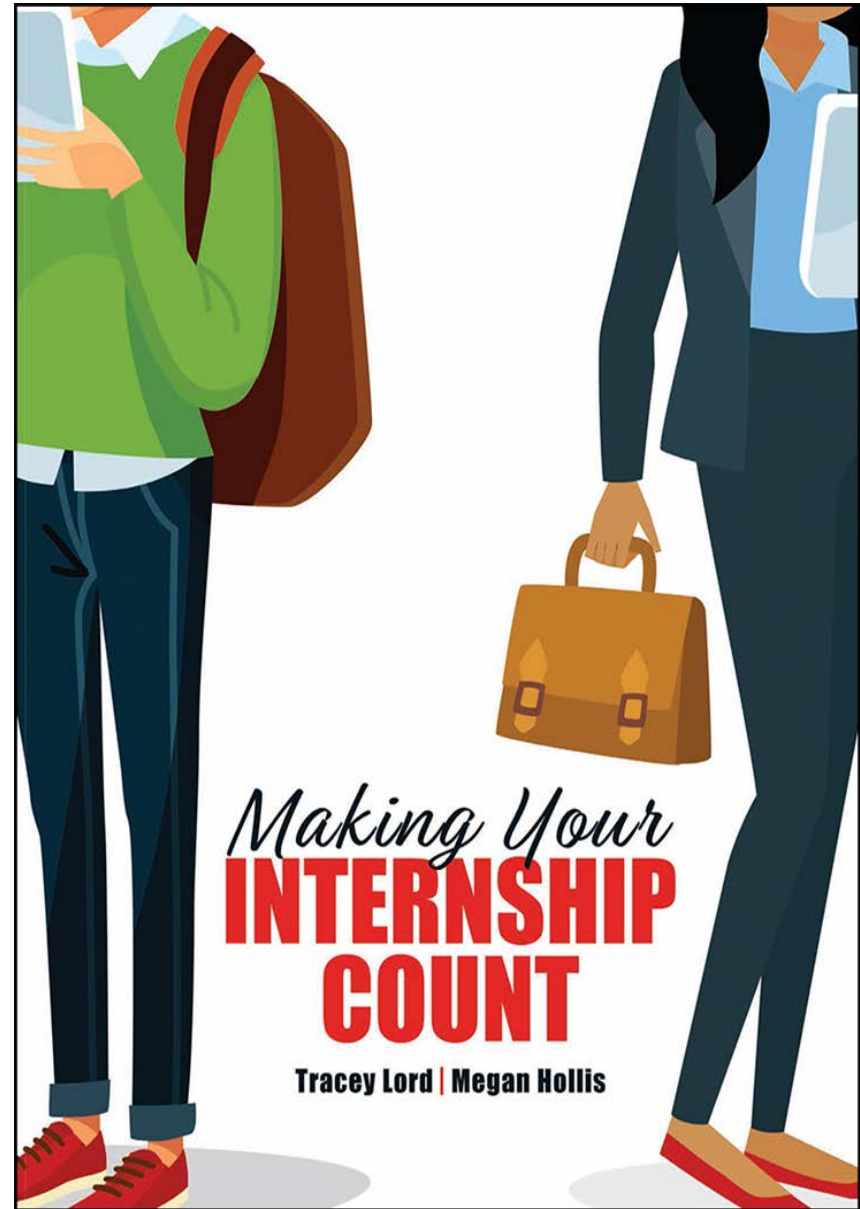
Employer Internship Guide

A toolkit for employers



The
Career Center

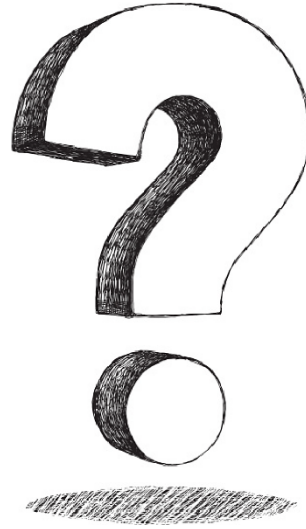
FSU Career Center
Employer Internship Guide



Making Your
**INTERNSHIP
COUNT**

Tracey Lord | Megan Hollis

Making Your Internship Count



We're here to help!

**Connect with FSU Career
Center Staff**