The number one resource every growing company needs is a great talent, and one of the best ways to develop new talent is through internships.

This guide will help you plan and execute a great internship program.
WHY INTERNSHIPS?

For employers, internships give them an opportunity to extend the interview process and evaluate the intern’s skills, work ethic and assimilation into the culture before incurring the expense of bringing them on full time. They help employers to build relationships with specific schools and career centers to maintain a pipeline of skilled talent for future recruitment. Employers also give back to the community by providing interns a chance to learn new skills and obtain real world experience, creating a better qualified pool of candidates for the region.

For students, internships provide an opportunity to see if a particular career path or field of study is right for them, hone their skills and apply their academic knowledge. Internships are a way for students to obtain valuable real world experience, gain specific field related exposure and make important connections for the future.

WHAT IS AN INTERNSHIP?

The National Association of Colleges and Employers defines internships as:

A form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.

The majority of internships take place in the summer, but many are available throughout the year. Internship programs can be found at private corporations, government offices and nonprofit organizations. They can be paid or unpaid positions and sometimes include academic credit for the student.

OVERVIEW

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Determine program needs and specifics.

- **Who:** how many of each type of student (by major, level in school, skills) will you need?
- **What:** does your organization hope to achieve from the program?
- **When:** when will the interns be needed?
- **Where:** in what geographic locations will the interns work? What universities do you want to target based on location, program, etc?
- **Why:** Will this internship(s) encompass one major project or a variety of small projects?

Create a job description. Treat the job description as an opportunity to showcase the internship(s) and your organization. For some students, the job description may be the first time they have ever heard about your internship program or your company.

An effective job description should:

- **Explain the organization’s goals, mission and culture**
- **Outline the intern’s responsibilities and potential task/projects**
- **Illustrate the necessary qualifications:**
  - Skills (computer, analytical, design, communications, etc.)
  - Education Level (year, GPA, etc. and Majors)
- **Illustrate the core skills students can expect to learn during the internship**
- **Clarify the duration of the internship:**
  - Hours required per week
  - Flexibility with schedule or specific hours that need to be covered
  - Type: summer, semester, etc.
- **Note if it’s paid or unpaid**
- **Provide the job location and whether telecommuting is an option**
- **Specify how to apply and provide contact information**

Sourcing candidates.
There are a variety of ways to advertise your available internships; below are the most common.

- **Career Fairs**
  Career fairs are a great way for employers to meet students and provide information about their company and positions. Check www.westga.edu/careerservices for upcoming Career Fairs and Events.
- **Employee Referrals**
  Company employees can be a great source of information about potential candidates and the cost to source these candidates is zero.
- **Faculty Referrals**
  Having relationships with faculty members is a great way to keep abreast of developments in a particular field; however, asking faculty to recommend their top students for a position could put them in a legal bind. Your best bet is to make sure all postings are submitted through the Career Center to avoid any ethical/legal concerns.
- **Online Job Postings**
  There are many different outlets through which to post internship information, including your business’s website, UWG Career Services’ Website (www.westga.edu/careerservices) (free of charge) and national/statewide postings.
- **On-Campus Organizations**
  Academic organizations focus on students by major or interest(s) and can be a great way to target a large group of students with similar backgrounds. These organizations are also a great way to target diverse candidates. Sponsorship amounts vary by event.
- **Social Media**
  Promote your opportunities on your company’s social media outlets such as Facebook, Twitter or LinkedIn.
Interviewing.

Internship interviews will help you evaluate if a student is a good fit for your business. The interview process for internships is typically not as in-depth as a regular job interview. Keep in mind that many students will be new to the interview process when applying for internships.

- Create an evaluation form to rate the candidates and make additional comments. This will help keep the interview process consistent among interviewers.
- Contact the UWG Career Services at 678-839-6431 for conducting interviews on campus. This will give you better access to students.

FOUR

Once you’ve identified your top candidate, extend a verbal offer and follow up with a written offer letter.

An offer letter should include:
- Dates/duration of the internship
- Specific pay, details of location, benefits (if applicable)
- Job title
- Deadline for acceptance
- Contact information

FIVE
IMPLEMENTING AN INTERNSHIP PROGRAM

PAID VS. UNPAID INTERNSHIPS

The compensation you offer to an intern is influenced by many factors such as your industry, your workforce needs and other company specific factors. Research and experience have shown that finding the correct level of compensation will directly impact the performance and experience for the intern and employer.

Must you pay an intern? The answer to this question is dictated by the legal relationship between the organization and the intern. If the intern is an employee of the organization, the intern must be paid in accordance with the Fair Labor Standards Act and any applicable state law wage and hour requirements. If, on the other hand, the intern is a non-employee trainee, the organization is not legally required to pay the intern for his or her services. (See page 22 for more information on FLSA.)

While the law does not always require that interns be paid, practical considerations weigh heavily in favor of providing paid as opposed to unpaid internships, including:

- The vast majority of organizations pay their interns, so this is the “standard” and is expected by many students. Organizations that choose not to pay interns may be at a competitive disadvantage when it comes to attracting high-quality interns.
- Paid internships will expose the organization to a broader pool of intern candidates. The reality is that many students cannot afford to forgo paid work to gain the valuable experience an internship may offer. If an organization limits its candidates to only those students fortunate enough to have adequate financial resources to be able to consider an unpaid internship, the organization will be severely limiting its pool.
- Pay makes it easier to place expectations on and require specific deliverables from interns.

IN PLANNING TO ALLOCATE FINANCIAL RESOURCES FOR YOUR INTERNSHIP PROGRAM, COMPENSATION MUST BE CONSIDERED. IN EACH CASE, THE EMPLOYER NEEDS TO LOOK AT WHAT IS APPROPRIATE OR IS THE STANDARD FOR THE INDUSTRY.
COURSE CREDIT

One of the questions organizations most frequently ask is, “How do I arrange academic credit for an internship or cooperative education?” The simple answer is… you don’t. Schools have varying stipulations when it comes to course credit. Some schools have a prerequisite that internships must include course credit in order to be eligible. Other schools do not. Employers should contact the Career Center offices to determine internship requirements at each school.

HOW DO I ARRANGE ACADEMIC CREDIT FOR AN INTERNSHIP OR COOPERATIVE EDUCATION?

Beyond that it is the responsibility of the intern to advise you of his or her professor’s specific requirements and reporting schedule. It is not necessary to make dramatic changes to your expectations or requirements when it comes to working with interns earning credit, but you should be flexible in order to accommodate the wide variety of situations related to earning credit.

COMPENSATION

Wages for most internships are usually determined before the intern is hired and are not typically negotiated. According to InternBridge.com, the 2012 national average pay for an intern was $13.50/hour. However, students in technical fields are generally paid more than nontechnical fields. Also, consider paying consistent wages to all interns within each department.


The average for Bachelor’s degrees for 2012 are as follows:

<table>
<thead>
<tr>
<th>CLASS</th>
<th>RESPONSES</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td>483</td>
<td>$13.91</td>
</tr>
<tr>
<td>Sophomore</td>
<td>698</td>
<td>$15.36</td>
</tr>
<tr>
<td>Junior</td>
<td>976</td>
<td>$16.82</td>
</tr>
<tr>
<td>Senior</td>
<td>808</td>
<td>$17.57</td>
</tr>
</tbody>
</table>

Another resource that provides intern salary information is GlassDoor.com.
IDENTIFY YOUR BUSINESS NEEDS

DEVELOP THE INTERN JOB DESCRIPTION

INTERN RECRUITMENT

THE SELECTION PROCESS

MANAGING INTERNS

EVALUATIONS
IDENTIFY YOUR BUSINESS NEEDS

1. Do you have difficulty finding qualified new employees?
2. Does your organization require skills or talents that are typically not learned in the classroom?
   - Software or hardware skills
   - Research or process skills
   - Client or customer interaction
3. Do your full-time employees have projects that could benefit from the focused attention of an intern, such as research or special projects?
4. Will existing resources, equipment and accommodations be sufficient for the intern?
   - Do you have available workspace and parking?
   - Will you need to purchase software or equipment?
5. Do you have appropriate personnel to oversee interns?
   - Depending upon the type and size of the business, interns may report directly to the owner, manager, or to another individual in the organization.
   - For more than two interns, consider assigning an intern coordinator to manage intern activities. Each intern will report to their individual supervisor or mentor.

THE FIRST STEP IS TO ASSESS THE INTERNAL NEEDS OF YOUR COMPANY OR ORGANIZATION.
Every intern, whether volunteer or paid, needs a job description. A good job description describes the responsibilities of the intern position, the qualifications, the system of support, accountability, and how to measure successful performance. All positions should tie directly to the missions and objectives of the organization. A thorough job description will help avoid confusion and maximize your staff’s time and efforts.

A GOOD JOB DESCRIPTION WILL ATTRACT THE BEST CANDIDATES, OUTLINE RESPONSIBILITIES OF BOTH INTERN AND EMPLOYER, AND ESTABLISH QUALIFICATIONS FOR THE POSITION.
1. What are some of the intern’s daily duties?
   Every employee and intern must have a list of basic duties.

2. Is there a typical or special project the intern will be asked to work on?
   Both the intern and employer can maximize the experience, if the intern is given a specific assignment.
   It is important for interns to understand and participate in the day-to-day operation of the organization. They should be
   given tasks that help teach them important processes and procedures, and give them skills valuable to employers. When
   the opportunity is available, the employer should create a “special project” that is relevant and can be accomplished during
   the internship. Employers should seek projects that use the talent, skills and enthusiasm of the intern. Interns are ideal
   candidates for research projects or in-depth analysis that regular employees simply don’t have time to tackle.

3. What skills or level of education will be required?
   The employer needs to determine if the intern needs certain computer or analytical skills or if he/she needs to have
   taken certain classes or course work. You should determine the importance of grades, course requirements and classification in school in
   relation to your specific business. Some employers have specific requirements for grade point average and some require that
   the student have completed specific courses. You may choose to accept only certain majors or grade classifications.

4. Who will supervise/mentor the intern?
   Someone who can provide guidance and support must manage the intern. Interns will need regular supervision.

5. How will the intern interact with other employees?
   The internship should allow the intern to get an understanding of the organization’s operations. Interaction enhances both the
   intern and the employee experience.

6. How will intern performance be evaluated?
   An end of internship review is important for the student to learn from his/her experience. If the student is receiving course
   credit for their internship, ask if his/her university requires a specific form for the review.

7. How much time will the intern be expected to work per week?
   You must set expectations. Will the intern work during a semester or the summer? Will he/she work during the regular work day
   or after hours?

8. How much time will the intern be expected to work per week?
   It is very important to clearly describe your dress code.

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**PARTS OF A JOB DESCRIPTION**

- Brief overview or background of the company or organization
- Description of the internship
- Benefits to student (free parking, free admission to events, networking opportunities, etc.)
- Required skills, course work or level of education
- Dress code
- Time commitment required for internship
- Paid or unpaid/whether college credit will be offered
- Procedure for submitting application—e-mail, online application, mail or fax
WHILE TECHNOLOGY HAS CHANGED THE WAY MID-CAREER HIRES FIND AND APPLY FOR JOBS, THE CAREER SERVICES OFFICES AT LOCAL CAMPUSES ARE STILL THE BEST GATEWAY TO CONNECT WITH STUDENTS.

INTERN RECRUITMENT

Career Centers
The most effective way to connect with potential student interns is to work directly with Intern and Career Services Offices at colleges and universities. Career Services Offices utilize technology differently to connect to their students. For a complete list of Career Center contacts, go to page 28.

By utilizing the colleges for connecting with students, the companies can take advantage of these other valuable resources. Employers can offer an “Information Session,” at which students learn about the opportunity and have the chance to ask questions. The information session is critical for companies who are not well known—this is an excellent way to brand and educate students about your company. Some Career Centers will market this event and get students to the event for employers at no cost to the employer.

Career Fairs
Every campus hosts a career fair multiple times throughout the year. These are great ways to meet with potential candidates face-to-face. The cost for employers to attend varies, so contact the Career Center office for pricing.
Social Media
Students utilize the internet differently than business people do. Social media is very fluid and ever changing, plus the cost is free. Short messages, like Twitter, texting and instant messaging, have replaced emails for online student communication. Students often do not read e-mails from recruiters, even though they are recruiting them for jobs.

Students are not tied to computers like business people are, and they access the internet and information much more frequently from personal devices. Therefore, communication needs to be to the point, short, and accessible on smart phones and tablets.

Student Organizations
Engaging with student organizations, either through sponsorships, mentoring, or lecturing is a great way to get to know the students and just as important, for the students to get to know your company. There may also be opportunities to act as a guest lecturer. Your personal insight helps students learn more about your company and potential career opportunities.

Job Boards
University of West Georgia utilizes a proprietary system to post opportunities, and the offices will help companies manage candidates on these systems. The cost to post internships at the University of West Georgia is free.

Posting internships on a general job board is not your best bet. Jobs on these large sites, even professional jobs, are often lost in the multitude of listings. College students rarely search these sites.

WESTGAWOLFWORKS.EXPERIENCE.COM/EMP/SBLOGIN
THE SELECTION PROCESS FOR INTERNS SHOULD CLOSELY RESEMBLE YOUR COMPANY’S PROCESS FOR HIRING REGULAR EMPLOYEES. THE SUCCESS OF THE INTERNSHIP DEPENDS UPON A GOOD MATCH BETWEEN THE COMPANY AND THE INTERN.

THE SELECTION PROCESS

Most, if not all, campus career centers offer no-cost private interviewing space for employers. This allows employers easy access to student candidates, who are still in classes during the recruiting period. In addition, the career center will market the interview event for the employers and can generate a list of candidates to interview. The selection process for interns should closely resemble your company’s process for hiring regular employees. The success of the internship depends upon a good match between the company and the intern.

While the many Career Centers will work with your organization in order to find applicants by promoting your internship to their students, the applicants will apply directly to you and the hiring decision will be yours.

1. Does the student possess the skills required for the internship position?
2. Has the student completed relevant coursework for this internship?
   Some internships will require completion of certain courses.
3. Does the student have any previous work experience?
   Many employers value the work ethic demonstrated by holding down a part-time job.
   Engagement in clubs and other activities may also demonstrate a student's ability to manage multiple responsibilities.
4. What extracurricular activities is the student involved in?
   Has the student displayed leadership qualities?
5. Has the student listed honors and awards?
6. Has the student listed class projects or experience that is relevant to the internship?
Basic Interview Questions
1. Tell me about yourself.
2. What are your strengths and weaknesses?
3. Give me an example or a situation in which...
   (a) you faced a conflict or difficulty at work or in school;
   (b) you may have had difficulty with a supervisor, co-worker, or peer;
   (c) you had a project you were most proud of.
4. Can we go over your resume?
5. What are your career goals and where do you see yourself in the next 5 years?

Questions Specific to the Internship
1. Why are you interested in this Internship?
2. What do you know about our organization?
3. Why do you think you are qualified for this position?
4. What type of work environment do you prefer?
5. What makes you unique from other candidates?
6. What type of job-related skills have you developed that may help you in this internship?
7. How would you assess your writing and communication skills or your computer/tech skills?
8. What do you want to learn from this internship?
9. Have you had previous internship experience? Why or why not?
10. Do you know anyone at our organization?

Questions About Academic or Professional Interests
1. Why did you choose your major or area of work?
2. What activities are you involved in outside of school/work?
3. What did you enjoy most about your last job?
4. How would your professor or past supervisor describe you?
5. What has had the most impact on your academic or professional interests?
6. Did you ever quit a job or a project? Why?
7. Did you work while in school?
8. What was the most challenging part of your education/work?

Questions About Past Experiences
1. Give me an example of a time in which you worked under a deadline.
2. Give me an example of when you worked with a team.
3. Give me an example of a time you worked on multiple assignments during one time.
4. Describe a situation where you taught a concept to a peer, co-worker, or other person.
5. Describe a time where you disagreed with a supervisor.

Questions You Should Not Ask During an Interview
Asking the wrong questions during an interview can lead to legal issues.

1. How old are you?
2. What religion do you practice?
3. Do you belong to any clubs?
4. What nationality are you?
5. Are you married?
6. Do you have children or do you plan to have children?
7. This position reports to a man/woman. How do you feel about reporting to a man/woman?
8. Do you smoke or drink?
9. How tall are you?
10. Do you live nearby?

HR World offers additional questions to stay away from as well as some alternatives, that won’t put you in a legal bind. hrworld.com/features/30-interview-questions-111507
During the orientation process, the employer will have reviewed the job description, established expectations and workplace behavior, and discussed the best way to communicate and solve problems that may arise. How an intern is monitored and evaluated will be unique to each company or organization. Establishing the framework for communication throughout the process is important for a successful internship.

A FORMAL INTERN ORIENTATION, MENTORING SYSTEM AND EVALUATION PROCESS ARE VITAL PARTS OF AN INTERNSHIP. PLANS FOR THESE SHOULD BE IN PLACE BEFORE YOU HIRE YOUR FIRST INTERN.
Intern Orientation

It is very important that interns be warmly welcomed and introduced throughout your organization, just as you would welcome a new full-time employee. Not only are interns new to your organization, in many cases, they are new to the professional world of work. An orientation provides the opportunity for:
1. The employer to reinforce expectations
2. The intern to ask questions
3. The goals of the internship to be clearly established
4. The process for problem solving during the period of the internship
5. The intern orientation is also a good opportunity to review the company dress code and other policies.

Topics to cover on day one could include:
1. Company history, overview and structure
2. Paperwork and policies
3. Overview of product(s) or service(s)
4. Building tour and introduce intern to employees
5. “How To” – computer programs, mail, fax, set-up phone/voicemail
6. Necessary badges, parking, safety regulations, etc.
7. Discuss daily hours
8. Project Worksheet – overview of intern’s projects, deadlines
   (a) Specific work standards and procedures
9. Communicate your expectations and their expectations
   (a) The company’s objectives and how the intern will contribute to those objectives

Dress Code

One of the primary objectives of an internship is to familiarize students with the professional world. The dress code can be one of the biggest sources of misunderstanding and conflict for young people entering the corporate world.

Dress codes are a key component of each organization’s culture and can be one of the most important ways an intern learns what is acceptable in a workplace. Dress codes vary across companies and across different industries. Because clothing is a personal choice, it is best to provide specific guidelines for your interns during the interview or orientation process.

TIPS FOR MANAGING MILLENNIALS

1. Provide structure
2. Provide leadership and guidance
3. Encourage their “can-do” attitude and positive self-image
4. Encourage them to join your teams
5. Millennials are up for a challenge and change
6. Multi-taskers on a scale you’ve never seen before
7. Capitalize on their knowledge of technology
8. Provide opportunities for networking
9. Provide a life-work balanced workplace
10. Provide a fun, employee-centered workplace
Intern Supervision

Supervision is an important component of any internship. For many employers, this is an informal process and is rooted in good communication. Feedback begins the first day and continues throughout the length of the internship. The supervisor, mentor or project team should review what is working and what changes or improvements need to be made by discussing the following:

- The interns’ performance based on the job description
- Determine if additional training is required
- Review of expectations and if they are still appropriate
- Provide positive feedback on what is working and correct problems

Providing feedback should be ongoing, but for interns it needs to be a more formal process and conducted more frequently. Suggested weekly review questions:
1. Did you complete the action items assigned? If no, why not?
2. Do you have any questions that came about as a result of this assignment?
3. Ask the intern for feedback.
4. Provide feedback to the intern.
5. Review next week’s assignments and due dates and make sure the intern has proper training for the new assignments

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Dress codes are a key component of each organization’s culture and can be one of the most important ways an intern learns what is acceptable in a workplace. Dress codes vary across companies and across different industries. Because clothing is a personal choice, it is best to provide specific guidelines for your interns during the interview or orientation process.

WORKING WITH MILLENNIALS


Some general characteristics of the Millennial generation are:

- grew up with increasing safety measures and rarely left unsupervised
- confident, goal oriented and civic-minded
- prefer to be part of a team or group
- more optimistic about the future than older generations
- accustomed to being praised for every milestone and living on a tight schedule

1981  2000
Mentorship for Interns

The use of mentors or a project team can provide the structure and guidance that can prove to be an invaluable resource throughout the internship and enhance the student’s experience. Mentorships contribute to intern motivation and performance and enable interns to acclimate more quickly to the organizational culture. The connections created through this type of interaction will benefit the employer in the long term.

Methods to Engage Mentors with Interns

1. Introduce interns to co-workers and key contacts within the organization.
2. Utilize the “buddy system.” New interns can benefit from peer mentors who can show them the ropes and supplement formal training programs designed to accelerate their productivity and sense of belonging.
3. Facilitate the achievement of performance expectations through feedback and a formal performance appraisal.
4. Provide shadowing time for interns to observe how managers manage time, people, and resources.
5. Include interns in staff meetings and related professional activities when possible.

Mentors must commit sufficient time to share their knowledge, teach skills and assist the intern in becoming part of the team. They should also have an interest in facilitating personal development. Strong mentors are typically good listeners; able to provide honest feedback; try to understand interns’ strengths and weaknesses; and concerned with the interns’ professional as well as personal growth. Mentors serve as:

1. Teachers
   (a) Help the intern learn about the business and its offerings
   (b) Explain projects and processes
   (c) Help train, correct or redirect inappropriate actions
2. Supporters
   (a) Help make the transition to the workplace as easy as possible
   (b) Answer questions and concerns
   (c) Serve as a positive role model
3. Evaluators
   (a) Provide constructive feedback to the intern on a regular basis
An effective evaluation will focus on the interns’ initial learning objectives identified at the start of the internship. Supervisors should take time to evaluate both the student’s positive accomplishments and areas for improvement.

Regular Meetings
Provide regular check-in meetings to discuss status on a project, answer questions, discuss performance, etc. This helps to provide structure for the intern experience.

Final Evaluation
As the internship comes to an end, a final evaluation offers an opportunity for you to discuss overall performance, accomplishments and opportunities for full-time positions with your company.

Exit Interviews
This best practice offers your company insight direct from your intern on ways to improve the program going forward. Always remember that interns are an excellent way to build (or damage) your reputation on-campus.
Course Credit Evaluations
If the intern is working for college credit, the university may have an evaluation form for the employer to complete. (See sample Exit Interview and Evaluation Forms in the Appendix)

Intern Program Evaluation
1. Application vs. Interviews
   (a) The difference between those who apply and those the company determines are the best fit for an interview — shows effectiveness of candidate identification.
2. Interviews vs. Offers
   (a) The difference between those who interview and those who are offered jobs — shows the effectiveness of candidate screening.
3. Offers vs. Accepted offers
   (a) The difference between those who are offered positions and those who accept jobs — shows competitiveness of market conditions (salary, type of work, location, match to job).
4. Cost per Hire
   (a) Dollar amount - the total cost for hiring one intern. Is it worth it to the company?
5. Conversion Rate
   (a) How many interns convert to full-time hires?
6. Retention Rate
   (a) Do your interns return for additional terms (or) do your full-time employees who were interns stay longer than full-time employees who didn’t intern?
7. Quality of Hire (from manager perspective)
   (a) At the conclusion of the internship, collect and review feedback from manager. Was this student a good hire? Would you recommend this student for future openings? Are there developmental areas for this student?
8. Quality of Experience (from intern perspective)
   (a) At the conclusion of the internship, collect and review feedback from intern on his/her experience. Did intern gain valuable knowledge?
In the process of implementing an internship program, your company should evaluate whether or not an employment relationship will be created between your company and the intern. The determination of whether an intern is an employee for the purpose of the numerous state and federal employment laws is a legal and factual question. Although many state and federal laws define employees in similar ways, a determination that an intern is not an employee under one law does not necessarily mean that the intern is not an employee under another law.

National Association of Colleges and Employers (NACE) developed the following guidelines to help employers determine if a relationship can be classified as an internship.

To ensure that an experience—whether it is a traditional internship or one conducted remotely or virtually—is educational, and thus eligible to be considered a legitimate internship by the NACE definition, all the following criteria must be met:

• The experience must be an extension of the classroom: a learning experience that provides for applying the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or be the work that a regular employee would routinely perform.
• The skills or knowledge learned must be transferable to other employment settings.
• The experience has a defined beginning and end, and a job description with desired qualifications.
• There are clearly defined learning objectives/goals related to the professional goals of the student’s academic coursework.
• There is supervision by a professional with expertise and educational and/or professional background in the field of the experience.
• There is routine feedback by the experienced supervisor.
• There are resources, equipment, and facilities provided by the host employer that support learning objectives/goals.

If these criteria are followed, it is the opinion of NACE that the experience can be considered a legitimate internship.
Assuming a position meets the guidelines to be a legitimate internship; employers need to consider a second set of criteria to determine appropriate pay or if an intern can be unpaid. The legal considerations are addressed through six criteria for unpaid interns for the service they provide to “for-profit” private sector employers articulated in the Fair Labor Standards Act (see FLSA Fact Sheet #71). Essentially, if the six criteria are met, the Department of Labor (DOL) considers there to be no employment relationship. The six criteria established by the DOL are:

- The internship, even though it includes actual operation of the employer’s facilities, is similar to training that would be given in a vocational school.
- The internship experience is for the benefit of the student.
- The intern does not displace regular employees, but works under the close observation of a regular employee.
- The employer provides the training and derives no immediate advantage from the activities of the intern. Occasionally, the operations may actually be impeded.
- The intern is not necessarily entitled to a job at the conclusion of the internship.
- The employer and the intern understand that the intern is not entitled to wages for the time in the internship.

If the company has determined that it is required to compensate the interns according to FLSA, then the compensation must be equivalent to an hourly rate of at least the minimum wage for all hours worked. Please visit the Department of Labor website if you would like additional information on FLSA. [dol.gov/whd/regs/compliance/whdfs71.htm](dol.gov/whd/regs/compliance/whdfs71.htm)
IMPORTANT INFORMATION

FAIR LABOR ACT

The Federal Government has several laws that prohibit discrimination for employees. Employment professionals will maintain equal employment opportunity (EEO) compliance and follow affirmative action principles in recruiting activities in a manner that includes:

- Recruiting, interviewing, and hiring individuals without regard to race, color, religion, national origin, sex, sexual orientation, age, veteran status, or disability, and providing reasonable accommodations upon request.
- Reviewing selection criteria for adverse impact based upon the student’s race, color, religion, national origin, sex, sexual orientation, age, veteran status, or disability.
- Avoiding use of inquiries that are considered unacceptable by EEO standards during the recruiting process.
- Developing sensitivity to, and awareness of, cultural differences and the diversity of the workforce.
- Informing campus constituencies of special activities which have been developed to achieve the employer’s affirmative action goals.
- Investigating complaints forwarded by the Career Center office regarding EEO noncompliance and seeking resolution of such complaints.

For additional information on non-discrimination laws and EEOC, visit the EEOC webpage for employers at eeoc.gov/employers/index.cfm

In addition, rights and obligations of the intern may arise out of state or federal employment laws, including but not limited to Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act, and the Age Discrimination in Employment Act. Your existing company policies and benefits may also create certain rights and obligations.
INTERNATIONAL STUDENT

International students can bring new perspectives to your organization as interns. They bring insight from their own cultures, and are eager to experience the professional world in the United States. International students are often top students and can be outstanding prospects. There are several types of visas granted to international students, most of which allow the student to work off-campus. The office for international programs at the student’s campus will be able to advise the student regarding his/her work authorization status and particular type of student visa needed. Employers should contact the International Student Office for assistance.

INTELLECTUAL PROPERTY

In some cases, interns may work on projects where intellectual property rights are a concern for the organization. Typically, if new employees would be asked to sign a non-disclosure agreement, an intern may be asked to do so as well.

BENEFITS AND INSURANCE

Since internships are short-term in nature, benefits are not typically offered to interns. Most students will already have medical insurance coverage through their colleges or universities, or will be covered under their parents’ policies. However, the employer’s general liability policy usually applies to interns, as well.

DISMISSAL OF AN INTERN

Dismissal of interns should only occur in cases of major misconduct (theft, assault, use of controlled substances in the workplace, etc.) or instances of significant willful violation of organization policy after prior instruction. Interns, for the most part, are young people who may not have the same level of maturity and judgment as those in your regular workforce. Accordingly, there should be a high level of patience for their adjustment to the workplace during the internship.

Summer internships are a very brief period of time and students should be given a fair opportunity to become part of your organizational culture. The intern’s supervisor has a responsibility to give clear, accurate direction, and follow up with corrective feedback if the work is unsatisfactory. At the conclusion of the internship, there is no obligation to ask the student to return for another internship or extend an offer of regular employment. Contemplated dismissal of an intern should be reviewed in advance by a high level of management. The supervisor recommending dismissal must be able to clearly articulate in writing the reason(s) for dismissal.

The Career Center should ideally be involved, as well, since the intern is still a student and represents the institution. The career center may refer the student to the Dean of Students (or equivalent department) if the issue involves misconduct. The Career Center would also refer the issue to the faculty member associated with the internship, if needed.
**PURPOSE**

**FREQUENTLY ASKED QUESTIONS**

**Should we offer academic credit?**

Only academic institutions can offer academic credit for an internship. This being said, allowing a student and the institution to review your internship for credit-worthiness is wise, as this enhances the quality of the experience and makes the internship even more attractive to students. The student should be responsible for making all arrangements and relaying any information from the university advisor to you. In most cases, the paperwork is minimal and is not time consuming.

**What are the benefits of mentoring an intern?**

A mentoring relationship can be very rewarding for both the intern and the mentor. The intern can learn valuable skills, such as interpersonal communication and workplace etiquette, while learning more about his/her chosen profession. Interns often enjoy attending industry luncheons, training sessions, and staff meetings in order to learn more about the organization. Introduce your intern to as many people as possible for potential networking opportunities. The mentor benefits from the relationship by viewing situations from a fresh perspective.

**Should I offer an orientation?**

Yes. The orientation may be as simple as a brief meeting on the first day of an internship to discuss the vision of the company, set goals, and discuss logistics (parking, technology, security, and the best place to eat lunch). Many companies offer a longer orientation which may include time with the executive in charge, a tour of the facilities, training, and lunch.

**Should I give the student a post-internship review?**

Most professors or advisors require a post-internship review to receive college credit. Additionally, the post-internship review may be the first critical evaluation that a student has received and can be extremely valuable. For example, you may point out that the intern needs to improve his/her writing skills. The student then may go back to school and take a writing class or spend time in a writing lab. He/she will then be much better prepared for his/her career.

**How long is the average internship?**

An average internship is 3-4 months coinciding with a student’s typical semester or summer. An internship should be long enough so that an intern can get acclimated to the position and complete assignments that are valuable to both the employer and intern.

<table>
<thead>
<tr>
<th>SEASON</th>
<th>BEGINNING DATE</th>
<th>END DATE</th>
<th>AVG. # OR HRS./WK.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>Mid-September</td>
<td>Mid-December</td>
<td>10-20</td>
</tr>
<tr>
<td>Winter/Spring</td>
<td>Mid-January</td>
<td>Mid-April</td>
<td>10-20</td>
</tr>
<tr>
<td>Summer</td>
<td>May</td>
<td>Mid-August</td>
<td>20-40+</td>
</tr>
</tbody>
</table>
How many hours a week is the average internship?
During the summer full-time positions are common. If a student is enrolled in classes during the school semester, a position should be no longer than 15-20 hours a week.

How much should I pay my intern?
The most important benefit you can offer an intern is a highly educational experience that offers access to top level employees, and industry experience. However, payment is very important to set your position apart from the status quo and attract the best candidates. The following links can help you determine the going rate for interns.
glassdoor.com/Salaries/intern-salary-SRCH_K00,6.htm

When should I post my internship?
Yes. The orientation may be as simple as a brief meeting on the first day of an internship to discuss the vision of the company, set goals, and discuss logistics (parking, technology, security, and the best place to eat lunch). Many companies offer a longer orientation which may include time with the executive in charge, a tour of the facilities, training, and lunch.

<table>
<thead>
<tr>
<th>DATE TO POST</th>
<th>EXPECTED START DATE (SEASON)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early August</td>
<td>Mid-September (Fall)</td>
</tr>
<tr>
<td>September-November</td>
<td>Mid-January (Winter/Spring)</td>
</tr>
<tr>
<td>Early Mid-January</td>
<td>May (Summer)</td>
</tr>
<tr>
<td>March</td>
<td>May (Summer)</td>
</tr>
</tbody>
</table>

If I want a summer intern when should I start looking?
The most competitive Fortune 500 companies do their heaviest recruiting during January when students return from Winter Break (some even begin during the fall). Most smaller companies conduct their summer intern search in March or April and plenty of good candidates are still available at this time.

What benefits are students most interested in that I should highlight in my posting?
In this general order:
1. Challenging work scope and a well-defined internship project
2. An engaging company culture and competitive organization
3. Access to high level executives and industry leaders (opportunities to network with various individuals in the oce)
4. Professional Development Training whether in skills or industry specific software (For example Salesforce, QuickBooks, Basecamp, and more)
5. Monetary Benefits (salary, stipend, travel expenses)
6. Interesting Perks (Company trip to Orlando expo…)


UWG PROGRAMS AND DEGREES

Bachelor of Arts
Art
English**
Foreign Languages and Literatures*
Geography
Global Studies
History**
International Economic Affairs
Mathematics
Philosophy
Political Science
Psychology
Theatre

Bachelor of Business Administration
Accounting
Economics
Finance Management
Management Information Systems
Marketing
Real Estate

Bachelor of Fine Arts
Art*

Bachelor of Music
Composition
Music Education*
Music, Elective Studies in Business
Performance
Performance, Emphasis in Jazz Studies
Performance, Emphasis in Piano Pedagogy

Bachelor of Science
Anthropology
Biology**
Computer Science
Criminology
Earth Science**
Economics**
Environmental Science
Environmental Studies
Geography
Geology
Mass Communications
Mathematics**
Physics**
Political Science
Sociology
Sport Management
*Certification obtainable in grades P-12
**Certification obtainable in grades 6-12

Bachelor of Science in Chemistry

Bachelor of Science in Education
Early Childhood Education (P-5)
Physical Education (P-12)
Special Education - General Curriculum (P-12)
Speech-Language Pathology (P-12)

Bachelor of Science in Nursing

Master of Arts
Criminology
English
History
Psychology
Sociology

Master of Arts in Teaching
Secondary Education
Biology
Broad Field Science
Business Education
Chemistry
Economics
English
History
Mathematics
Physics
Political Science

Master of Business Administration

Master of Education
Business Education
Early Childhood Education
Media
Instructional Technology
Media Specialist
Professional Counseling
College Student Affairs
Community Counseling
School Counseling
Reading Education
Secondary Education
Biology
Broad Field Science
Earth Science
English
History
Mathematics
Special Education - General Curriculum
Speech-Language Pathology
Master of Music
Music Education
Performance

Master of Professional Accounting

Master of Public Administration

Master of Science
Applied Computer Science
Biology
Mathematics

Master of Nursing

Master of Science in Urban and Regional Planning

Specialist in Education
Early Childhood Education
Educational Leadership
Media
   Instructional Technology
   Media Specialist
   Professional Counseling
   Special Education

Doctor of Education

**UWG COLLEGES**

College of Arts and Humanities
College of Education
College of Science and Mathematics
College of Social Sciences
Richards College of Business
Tanner Health System School of Nursing

Professional Counseling and Supervision
School Improvement

Ed.D. in Nursing Education

Ph.D. in Psychology: Consciousness and Society

Post-Master's Certificate
Nursing Health Systems Leadership
Nursing Education

Non-Degree Initial Certification Programs in Education
Art (P-12)
Early Childhood Education (P-5)
French (P-12)
Media Specialist (P-12)
Music (P-12)
Spanish (P-12)

Non-Degree Add-On Certification Programs and Endorsements in Education
Educational Leadership
K-5 Mathematics Endorsement
Media Specialist
Reading Endorsement
CONTACTING CAREER SERVICES
University of West Georgia Career Services
678-839-6431
hirewest@westga.edu
westga.edu/careerservices
Available hours: Monday-Friday, 8:00-5:00
For more information, please visit CareerWeb.westga.edu

USEFUL LINKS
College and Employer Sites
Georgia Association of Colleges and Employers
gace.org/
gace.org/GACECalendar

National Association of Colleges and Employers
naceweb.org

“A Faculty Guide to Ethical and Legal Standards in Student Hiring”
naceweb.org/legal/faculty_guide/?referal=

NACE Principles for Professional Practice (for employers and career centers): naceweb.org/Knowledge/Principles/Principles_for_Professional_Practice.aspx?referal=knowledgecenter&menuID=203&nodetype=4

Intern Salary information
glassdoor.com/Salaries/intern-salary-SRCH_K00.6.htm

Internship Program Resources
internships.com/employer/resources
internmatch.com/guides/student