



UNIVERSITY OF CENTRAL OKLAHOMA
**Career Development
Center**

INTERNSHIP MANUAL



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INTERNSHIP MANUAL



UNIVERSITY OF CENTRAL OKLAHOMA
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STEPS TO DEVELOPING YOUR PROGRAM

STEP 1



IDENTIFYING YOUR BUSINESS NEEDS

STEP 2



DEVELOPING INTERN JOB DESCRIPTION

STEP 3



SELECTING YOUR INTERN

STEP 4



MANAGING YOUR INTERN

STEP 5



EVALUATING YOUR INTERN



STEP 1: IDENTIFYING YOUR BUSINESS NEEDS

The first step is to assess the internal needs of your company or organization. If you can say yes to these questions, then your organization could use an intern.

1. Do you have difficulty finding qualified new employees?

- Interns learn specific skills that could make them valuable employees.
- Improve your hiring and training process by having interns.

2. Does your organization require skills or talents that are typically not learned in the classroom?

- Software or hardware skills
- Business writing
- Research or process skills
- Client or customer interaction
- Networking

3. Do you provide goods or services that set your business apart from the competition?

- Interns can focus on critical research.
- Interns provide new ideas and fresh perspective.

4. Could your employees use interns to help with research or special projects?

- Interns can be used on a full- or part-time basis.
- Interns can help year-round or for a certain time period.

5. Will existing resources, equipment and accommodations be sufficient for the intern?

- Do you have workspace available?
- Do you have available parking?
- Will you need to purchase software or equipment?

6. 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.

If you answered YES, an intern would benefit your organization.

An internship allows students to learn about your organization and how it works. If you need new employees, these individuals are ideal because, following graduation, they can hit the ground running.



STEP 2: DEVELOPING INTERN JOB DESCRIPTIONS

Answering the following questions will help you prepare to hire an intern. Once you have responded to these questions, you will be able to write your intern job description.

Every internship needs a job description. 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 teach them important processes and procedures and give them skills valuable to employers.

When possible, the employer should create a "special project" that is relevant and can be accomplished during the internship. Employers should seek projects, such as research projects or in-depth analysis, that use the talent, skills and enthusiasm of the intern 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. Each employer 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. Will there be an orientation for the intern?

How will the intern be introduced to the processes and culture of your organization? Who will be responsible for explaining important procedures to the intern? Setting appropriate expectations is important.

7. 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 the internship, ask if his/her university requires a specific form for the review. A sample evaluation form is available on page 14.

8. How much time will the intern be expected to work? You must set expectations. How many hours per day or days per week will the intern work? Which semester will the intern be working? When does the work day begin and end? Ensure the intern's work schedule works within his/her class schedule.

9. Will the internship be a paid or unpaid position? This must be determined by your organization. Paying an intern is a sound investment in your future workforce, but some students will intern for low wages or a small stipend in exchange for valuable experience or networking opportunities. See Fact Sheet #71 for U.S. Department of Labor guidelines (pg 21-22).

10. Are you willing to offer academic credit? Some schools require students to have an internship in order to graduate. Students can earn class credit for a required internship. The employer may be asked to provide progress reports or evaluations for the student to earn credit.



Ways in which an organization may utilize interns:

- Assisting more experienced employees
- Completing short-term assignments or special projects where hiring an additional full-time employee is not practical
- Assisting during a peak period of work
- Acting as technical assistants on research teams conducting literature searches, routine testing, sampling, mathematical calculations and flow charts

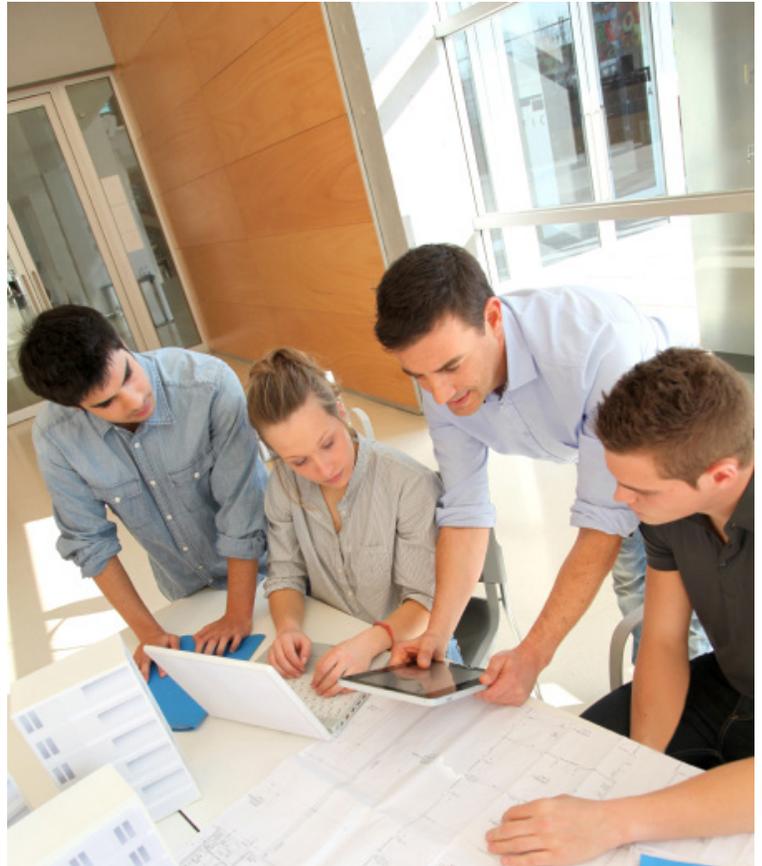
The requirements for internships vary from university to university and sometimes even between different colleges within the university. Always be sure to verify the requirements of the specific program and ensure the students are responsible for knowing the requirements of their program.

TIPS FOR WRITING AN INTERN JOB DESCRIPTION

Your answers to the questions on the previous two pages provide you the information needed to write the intern job description. Depending on your organization or industry, more detail may be needed, but the best advice is to keep it simple and to the point. The outline below and the template on the next page will help you get started.

PARTS OF THE JOB DESCRIPTION

1. Brief overview or background of the company or organization
2. Description of the internship
3. Benefits to student (networking opportunities, etc.)
4. Required skills, course work or level of education
5. Dress code
6. Time commitment required for internship
7. Paid or for academic credit
8. Procedure for submitting application – e-mail, online application, mail or fax



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.

INTERN JOB DESCRIPTION TEMPLATE



UNIVERSITY OF CENTRAL OKLAHOMA
**Career Development
Center**

Company name:

Intern job title:

Brief overview of the company:

Internship description:

Educational requirements:

Skills desired:

Time period: (Fall / Spring / Summer / year round)

Work schedule: (Minimum number of hours or days per week)

Position is paid / unpaid

College credit available / not available

Procedure for submitting application: (Company contact information)

Deadline for applying:

Additional documents requested: (Resume, cover letter, references, etc.)



STEP 3: SELECTING YOUR INTERN

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.

EVALUATING STUDENT RESUMÉS AND APPLICATIONS

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 having a part-time job.
 - Some employers recognize significant volunteer or community service as valuable work experience.
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?



After evaluating resumes and qualifications, it is important to interview candidates. This can be done either via phone interview or face-to-face interview. It is a critical step that will help confirm the selection process and provides a valuable interviewing experience for the potential intern.

SAMPLE INTERVIEW QUESTIONS

The following questions will help you determine if the intern candidate would be a good fit at your organization.

1. Describe your background and qualifications.
2. Why did you choose your current major?
3. Are you familiar with (particular software)?
4. What experience do you have that is related to this internship?
5. What experience do you hope to gain in an internship?
6. Why are you interested in an internship with our company or organization?
7. Do you hope to obtain academic credit for your internship?
8. When are you available to start an internship, and for how long?
9. How many hours per week are you available for an internship?
10. What days of the week are you available for an internship?
11. Give an example of when you worked on a team project.
12. Describe an instance when you performed a difficult task.
13. Tell me about a time when your ethics were challenged.





STEP 4: MANAGING AN INTERN

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.

FORMAL ORIENTATION

An orientation is a necessary step to ensure a meaningful and successful internship. 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 to be discussed
5. The methods for intern evaluation to be outlined

MENTOR, PROJECT TEAMS, NETWORKS

Supervision is an important component of any internship. The use of mentors or a project team can provide the structure and guidance that an intern requires particularly in the early stages of the internship. The supervision is valuable to both the employer and the intern.

Mentors must commit sufficient time to share their knowledge, teach skills and assist the intern in becoming part of the team. Additionally, mentors can help train, evaluate, correct or redirect inappropriate actions and be a resource for the intern. A mentor or project team can help the intern begin building a professional network. This could include setting up time to meet other interns or colleagues within the company or working with a peer company to create opportunities for interns to meet each other.





STEP 5: EVALUATING YOUR INTERN

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.

PERFORMANCE EVALUATION

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. This also is a positive way to conclude the internship for the student. 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 intern's performance based on the job description
- Whether additional training is required
- To what extent expectations were met
- Positive feedback on what is working and ways to correct problems

For Intern:

- What were the intern's best skills?
- What areas can the intern improve?
- Did the intern adapt to the employer culture?

INTERN EVALUATION OF EMPLOYER

The exit interview or final evaluation provides important feedback to the employer and intern. Feedback can determine ways to improve internship procedures.

Interns may be asked:

- What new skills did you learn?
- Did you receive consistent feedback throughout the period of the internship?
- Was the mentor or project team of help during the period of the internship?
- Do you view your company as a potential employer upon graduation?
- Would you recommend this experience to your friends?
- What would you add or change to improve the experience?

EMPLOYER EVALUATION OF INTERNSHIP

Following the conclusion of an internship, the team involved with the internship program should meet to review "exit surveys" and evaluate the internship. Questions could include:

- Did the internship benefit the company or organization?
- What changes will improve the internship?
- Were sufficient resources available for the intern (space, equipment, compensation and supervision)?
- Are there other areas of the company where internships could be developed?

SAMPLE EVALUATION FORM



Name: _____

Position: _____

Semester of Service: _____

Days / Hours: _____

Total Hours Worked: _____

Relations with others

- _____ Works exceptionally well with others
- _____ Works well with others
- _____ Gets along satisfactorily with others
- _____ Has some difficulty working with others
- _____ Works poorly with others

Judgment

- _____ Excellent in making decisions
- _____ Above average in making decisions
- _____ Usually makes the right decisions
- _____ Often uses poor judgment
- _____ Consistently uses poor judgment

Ability to learn

- _____ Learns very quickly
- _____ Learns quickly
- _____ Average learning speed
- _____ Slow to learn
- _____ Very slow to learn

Attitude

- _____ Extremely interested and independent
- _____ Very interested and independent
- _____ Average interest and independence
- _____ Below average interest and independence
- _____ Definitely not interested and independent

Quality of work

- _____ Excellent
- _____ Above average
- _____ Average
- _____ Below average
- _____ Poor

Attendance

- _____ Regular
- _____ Irregular

Technical Skills

- _____ Excellent
- _____ Above average
- _____ Average
- _____ Below average
- _____ Poor

Professional appearance and behavior

- _____ Excellent
- _____ Above average
- _____ Average
- _____ Below average
- _____ Poor

Overall Performance

- _____ Excellent
- _____ Above average
- _____ Average
- _____ Below average
- _____ Poor

Strengths: _____

Supervisor: _____

Intern: _____

HUMAN RESOURCE ISSUES

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. Properly classifying individuals as interns or employees is critical. An employer that incorrectly classifies an individual as an intern rather than an employee may face serious consequences, including liability for discrimination, harassment, back taxes, interest, penalties, benefits and workers' compensation premiums.

The rights and the obligations of the intern and the company may not be limited to those set out in your internship program. Rights and obligations may arise out of state or federal employment laws including, but not limited to, Oklahoma's Workers' Compensation Act, 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.

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 employee in similar ways, a determination that an intern is not an employee under one law does not necessarily mean the intern is not an employee under another law. Whether an intern is an employee will depend generally upon two things:

1. How does the state or federal law define employment for the purpose of the rights and obligations set forth in the law¹?
2. What are the specific facts and circumstances of the relationship between your business and the intern?

Whether interns are employees is an important question that should be evaluated with the assistance of legal counsel or a human resources expert.

COMPENSATION

In planning to allocate financial resources for your internship program, compensation must be considered. In some industries, unpaid internships are quite common. In others, internships can be very well-paid. In each particular case, the employer needs to look at what is appropriate or standard for the particular industry. If you are not able to budget for an hourly wage, you may consider offering a monthly or semester-based stipend to the student, providing a housing allowance, or reimbursing mileage, parking or other expenses.

Just like full-time employees, interns can be motivated by a variety of factors. Identifying the appropriate benefits can ensure higher productivity and performance. Some are motivated by financial compensation. Some want experience. Others want opportunity for advancement or academic credit. The two most important questions an employer will face are:

1. Paid or unpaid
2. Academic credit or non-credit

1. See Oklahoma and Federal Employment Law Manual, Survival Guide #7, (The State Chamber 2001) which contains information and criteria used under state and federal laws to determine who is an employee.

PAID VS. UNPAID

As previously mentioned, 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.

You should also look at the federal and state regulations related to interns. Your decisions on how to handle compensation should be discussed with a human resources or legal professional. Below is a brief overview of the federal guidelines.

Fair Labor Standards Act (FLSA) compliance

- “Who Benefits” – FLSA requires employers to pay interns at least minimum wage plus overtime if the company benefits at all from interns conducting “productive work.”
- If the intern is promised a full-time position at the end of the internship, the internship then becomes a probationary period and, at this point, the intern is treated like an employee and should be compensated as such.
- If the intern is replacing a regular employee, it may be an indication that the intern is being treated like an employee.
- Some companies prefer to pay interns a stipend or to make a donation to the school or chapter to thank them for the intern’s services. These may be viable alternatives in some cases; however, the company must still comply with FLSA requirements. If the company has determined it is required to compensate the interns according to FLSA, then the stipend must be equivalent to an hourly rate of at least the minimum wage for all hours worked. A donation would not be appropriate in this situation because no remuneration would go to the student. If a company feels that no direct compensation of the student is required under FLSA, then a stipend or donation of any amount can also be given.



CREDIT OR NON-CREDIT

This decision is best left up to the intern. Let the student make his/her own arrangements unless you are working directly with the university or college. Some students must complete an internship as part of graduation requirements. Also, different schools require different types of reporting and have various time requirements.

The intern will advise you of his/her professor or advisor’s requirements. These requirements vary greatly between universities, departments and even professors within a single department.

As an employer, you should not make dramatic changes to your expectations or requirements of the intern, but you should be flexible in order to accommodate the wide variety of situations related to earning credit.

SOCIAL MEDIA

As social media continues to become an integrated part of everyday life, companies have instituted social media policies to ensure employees are representing themselves and the company in a positive light when interacting online. Interns should be expected to follow the same guidelines and policies as full-time employees.

INTERNATIONAL STUDENTS

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. In most instances, the student should know what needs to be done before he/she can accept an internship. The Office of Global Affairs will be able to advise a UCO student regarding his/her work authorization status and particular type of student visa needed.

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 nondisclosure 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 insurance coverage through their colleges or universities or will be covered under their parents' policies.

DISMISSAL OF AN INTERN

In many cases, the period of the internship is brief, making dismissal unnecessary. However, it is best to be prepared and to take steps that are consistent with your company or organization's employment policies. When in doubt, contact your attorney with any questions or for further information.

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 for giving clear, accurate direction and following up with corrective feedback if the work is unsatisfactory. At the conclusion of the internship, there is no obligation to return the student 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.

SAMPLE FORMS

Sample Internship Waiver

I certify I am offering my services to <the company> on a volunteer basis. I understand I will receive no pay, benefits or other privileges of employment of any kind for my services. I further understand I am not eligible for worker's compensation benefits if I am injured or become ill as a result of my volunteer work, and I am not eligible for unemployment compensation benefits when my volunteer assignment ends. I also certify I have not been promised and have no expectation I will receive a paid position as a result of my volunteer work.

I certify I am a bona fide student at _____
____ (institution) and I intend the proposed volunteer work be counted as academic course credit toward a recognized degree plan at this institution. However, I understand I must complete the work in a satisfactory manner and meet all requirements of the course to receive credit.

Signature _____
Date _____

Intern Contact Information Form

Name: _____
Address: _____
Phone Number: _____
E-Mail: _____
Emergency Contact: _____
Emergency Phone Number: _____
Expected Graduation Date: _____
Hours available for internship:
_____ Monday
_____ Tuesday
_____ Wednesday
_____ Thursday
_____ Friday

Optional Requirements:
Transcript
Class schedule
Copy of any special certifications

SAMPLE FORMS

Sample Confidentiality Agreement

This Confidentiality Agreement ("this Agreement") is made and entered into this <date>, between <insert company name> and First Name Last Name ("Student"), but <insert company name> and Student may sometimes be referred to as "the Parties", or as a "Party" when used in the singular.

WITNESSETH:

1. As used in this Agreement, CONFIDENTIAL INFORMATION shall mean all information owned, controlled or disseminated to Student by <insert company name>, including, but not limited to, correspondence (internal and otherwise), data, compilations, surveys, statistical analyses, summaries, reports, raw data, figures, results and such other forms of information that Student would not have come in contact with but for Student observing one or more special projects under the supervision of <insert company name>.

2. By Student's signature below, Student represents and warrants to <insert company name> that Student is of lawful age to contract, has read and fully understands this Agreement or has sought competent legal advice or has waived the seeking of such advice, and is fully aware of the rights and obligations of the Parties under this Agreement.

3. Student has agreed to observe only one or more special projects under the supervision of <insert company name>. Student understands, and agrees, that in the course of observing in conjunction with such special projects that Student will come in contact with CONFIDENTIAL INFORMATION and that <insert company name> expects Student to treat such CONFIDENTIAL INFORMATION as privileged, confidential, proprietary, sensitive, and deserving of the highest degree of care so as not to divulge, or cause to be divulged, under any circumstances, such CONFIDENTIAL INFORMATION to any unauthorized third party.

4. Student also understands, and agrees, that at all times (even after Student has completed Student's observation) the CONFIDENTIAL INFORMATION will remain the exclusive property of <insert company name>, and that Student will not make use of, either directly or indirectly, or disclose, publish, or otherwise reveal any CONFIDENTIAL INFORMATION which Student has received from <insert company name> to anyone, whether an individual or a business entity, by any means whatsoever, except with express prior written authorization from <insert company name>, which authorization <insert company name> may refuse for any reason or for no reason.

5. Student shall use reasonable efforts to prevent disclosure of the CONFIDENTIAL INFORMATION to any third party. Student shall immediately report to <insert company name> any disclosure (known to or by Student) to an unauthorized third party of CONFIDENTIAL INFORMATION, and to assist <insert company name> in a reasonable manner in the recovery of such disclosed CONFIDENTIAL INFORMATION.

6. Student understands, and agrees, that any violation of this Agreement by Student will cause immediate and irreparable injury to <insert company name>, and that, in addition to any remedies available at law, <insert company name> also shall be entitled to seek and obtain equitable relief from a court of competent jurisdiction. Student hereby waives any objection or defense to <insert company name> seeking such equitable relief. Such equitable relief may include, but is not limited to, temporary restraining orders, preliminary injunctions and permanent injunctions against

SAMPLE FORMS

Student and/or any third party to whom a disclosure has been made. It is further understood and agreed by Student that no failure or delay by <insert company name> in exercising any right, power or privilege under this Agreement shall operate as a waiver of <insert company name>'s rights under this Agreement.

7. In the event Student is requested or required (by oral question, interrogatories, requests for information or documents, subpoena, civil investigative demand or similar process) to disclose any CONFIDENTIAL INFORMATION supplied to Student in the course of Student's dealings with <insert company name>, it is agreed that Student will provide <insert company name> with prompt notice of such request.

8. If any provision of this Agreement is determined to be invalid or unenforceable in whole or in part, it shall be deemed not to affect or impair the validity of the remaining provisions. The Parties acknowledge that they fully understand this Agreement and that all covenants and provisions are reasonable and valid, and all defenses to the strict enforcement of this Agreement are hereby waived.

9. This Agreement will be governed, interpreted and enforced according to the laws of the State of Oklahoma, without regard to principles of conflicts of laws.

10. If a lawsuit is brought against Student for a willful violation of this Agreement, and <insert company name> prevails in the lawsuit, in addition to all other damages that <insert company name> is awarded, <insert company name> shall also be entitled to an award of its reasonable attorney fees, all court costs, and the costs of prosecuting its civil lawsuit.

11. It is understood, and agreed, that Student will not be paid by <insert company name> for rendering any service or turning over any work product to <insert company name> in conjunction with the special projects which Student will be observing.

12. This is the full and complete agreement and understanding between the Parties. No oral discussions, negotiations, representations, promises or understandings will survive the execution of this Agreement. This Agreement may not be modified without the express, written agreement of the Parties.

ACCEPTED AND AGREED:

STUDENT

By: _____

Name: _____

Interns full name

COMPANY

By: _____

Director – Human Resources

Date: _____

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

This fact sheet provides general information to help determine whether interns must be paid the minimum wage and overtime under the Fair Labor Standards Act for the services that they provide to “for-profit” private sector employers.

Background

The Fair Labor Standards Act (FLSA) defines the term “employ” very broadly as including to “suffer or permit to work.” Covered and non-exempt individuals who are “suffered or permitted” to work must be compensated under the law for the services they perform for an employer. Internships in the “for-profit” private sector will most often be viewed as employment, unless the test described below relating to trainees is met. Interns in the “for-profit” private sector who qualify as employees rather than trainees typically must be paid at least the minimum wage and overtime compensation for hours worked over forty in a workweek.*

The Test For Unpaid Interns

There are some circumstances under which individuals who participate in “for-profit” private sector internships or training programs may do so without compensation. The Supreme Court has held that the term “suffer or permit to work” cannot be interpreted so as to make a person whose work serves only his or her own interest an employee of another who provides aid or instruction. This may apply to interns who receive training for their own educational benefit if the training meets certain criteria. The determination of whether an internship or training program meets this exclusion depends upon all of the facts and circumstances of each such program.

The following six criteria must be applied when making this determination:

The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment;

The internship experience is for the benefit of the intern;

The intern does not displace regular employees, but works under close supervision of existing staff;

The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded;

The intern is not necessarily entitled to a job at the conclusion of the internship; and

The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

If all of the factors listed above are met, an employment relationship does not exist under the FLSA, and the Act’s minimum wage and overtime provisions do not apply to the intern. This exclusion from the definition of employment is necessarily quite narrow because the FLSA’s definition of “employ” is very broad. Some of the most commonly discussed factors for “for-profit” private sector internship programs are considered below.

Similar To An Education Environment And The Primary Beneficiary Of The Activity

In general, the more an internship program is structured around a classroom or academic experience as opposed to the employer's actual operations, the more likely the internship will be viewed as an extension of the individual's educational experience (this often occurs where a college or university exercises oversight over the internship program and provides educational credit). The more the internship provides the individual with skills that can be used in multiple employment settings, as opposed to skills particular to one employer's operation, the more likely the intern would be viewed as receiving training. Under these circumstances the intern does not perform the routine work of the business on a regular and recurring basis, and the business is not dependent upon the work of the intern. On the other hand, if the interns are engaged in the operations of the employer or are performing productive work (for example, filing, performing other clerical work, or assisting customers), then the fact that they may be receiving some benefits in the form of a new skill or improved work habits will not exclude them from the FLSA's minimum wage and overtime requirements because the employer benefits from the interns' work.

Displacement And Supervision Issues

If an employer uses interns as substitutes for regular workers or to augment its existing workforce during specific time periods, these interns should be paid at least the minimum wage and overtime compensation for hours worked over forty in a workweek. If the employer would have hired additional employees or required existing staff to work additional hours had the interns not performed the work, then the interns will be viewed as employees and entitled compensation under the FLSA. Conversely, if the employer is providing job shadowing opportunities that allow an intern to learn certain functions under the close and constant supervision of regular employees, but the intern performs no or minimal work, the activity is more likely to be viewed as a bona fide education experience. On the other hand, if the intern receives the same level of supervision as the employer's regular workforce, this would suggest an employment relationship, rather than training.

Job Entitlement

The internship should be of a fixed duration, established prior to the outset of the internship. Further, unpaid internships generally should not be used by the employer as a trial period for individuals seeking employment at the conclusion of the internship period. If an intern is placed with the employer for a trial period with the expectation that he or she will then be hired on a permanent basis, that individual generally would be considered an employee under the FLSA.

Where to Obtain Additional Information

This publication is for general information and is not to be considered in the same light as official statements of position contained in the regulations.

For additional information, visit our Wage and Hour Division Website: <http://www.wagehour.dol.gov> and/or call our toll-free information and helpline, available 8 a.m. to 5 p.m. in your time zone, 1-866-4USWAGE (1-866-487-9243).

* The FLSA makes a special exception under certain circumstances for individuals who volunteer to perform services for a state or local government agency and for individuals who volunteer for humanitarian purposes for private non-profit food banks. WHD also recognizes an exception for individuals who volunteer their time, freely and without anticipation of compensation for religious, charitable, civic, or humanitarian purposes to non-profit organizations. Unpaid internships in the public sector and for non-profit charitable organizations, where the intern volunteers without expectation of compensation, are generally permissible. WHD is reviewing the need for additional guidance on internships in the public and non-profit sectors.

HIREBronchos



UNIVERSITY OF CENTRAL OKLAHOMA

Logging In/Registering

- Go to HireBronchos.com
- Click under EMPLOYERS on "Click Here to Enter"
- If you already have an account, login with your username and password
- If you need to create an account, Select "Create a new account" in the middle of the page
- Once you are approved you will be able to post positions and review applicants.

Post Positions

- Click on "Job Postings" to view and modify existing job postings or to post a new position
- Positions will be reviewed by the Career Development Center staff and you will get a notice once approved

Register for Events

- Click on "On Campus Requests" and click the "Career Fair" button
- Sponsorship opportunities are available for certain events

CONTACT US

If you are developing a new internship program, we are here to provide you with guidance and assistance. Our Employer Relations staff can help with:

- Developing an internship position description
- Determining compensation
- Promoting your opportunity

UCO Career Development Center

careers@uco.edu | 405-974-3346

careers.uco.edu | HireBronchos.com

100 N. University Dr., Nigh University Center
Room 338

Hours: Monday-Friday 8:00am - 5:00pm

