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PLAN FOR AN INTERN WITH THE:

# *Cincinnati Region*
# *Internship Toolkit*

## A comprehensive guide for employers.

To access this toolkit with active links, visit www.cincinnatichamber.com/internships

# Introduction

In an unprecedented and first of its kind effort, higher education and employers in the Cincinnati region are sharing information, connections and resources. Led by the Greater Cincinnati Collegiate Connection (GC3), Cincinnati USA Regional Chamber and Northern Kentucky Chamber of Commerce, in collaboration with leaders from 16 colleges and universities in the Cincinnati region: this team of experts is known as the Cincinnati Region Internship Taskforce. The taskforce came together throughout 2018 to address talent issues from area businesses and help employers improve their talent pipeline.

### The Cincinnati Region Internship Taskforce was developed to:
- promote the value of internships to employers.
- create a toolkit to help employers develop and manage internshipsand/or co-ops.
- connect employers to the "right" contact at Cincinnati Region colleges and universities to seamlessly acquire interns/co-ops.

The Cincinnati Region Internship Toolkit is designed to help the Cincinnati region's employers create new and refresh existing internships/co-ops for students pursuing higher education certificates and degrees. The toolkit is an effort in sharing local information, best practices, connections and resources. It is the result of a collaborative effort amongst over 40 personnel from the various GC3 member colleges/universities, the Cincinnati USA Regional Chamber, the Northern Kentucky Chamber of Commerce and the business community whose feedback was solicited, analyzed and used for the product you are about to read.
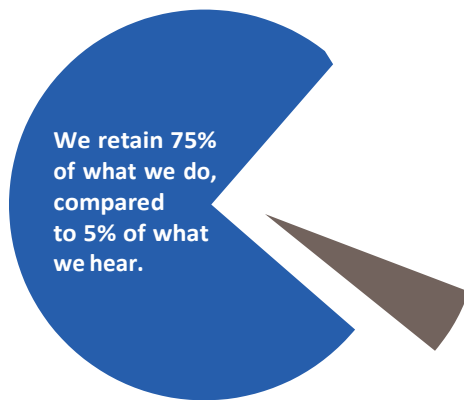
The Cincinnati Region Intern Navigator guides employers to the "right" individual at our region's colleges and universities. These individuals will be able to connect you with an intern to meet your company's needs. This intern navigator is a searchable database housing a listing of all academic programs offered at all 16 local GC3 colleges and universities. You can identify all programs at an institution or search for a specific academic program to identify which school to work with. Once you find the program(s) you are looking for, the database identifies a single point of contact to assist you in finding an intern for your position.

While many businesses have robust internship and/or co-op programs, even more do not. With workforce as a challenge in Cincinnati and other peer regions, hiring interns/co-ops is a key factor for businesses creating their future talent pipeline. Read on and discover why hiring an intern/co-op is a win-win for area students and for your business. Enclosed is the Cincinnati Region Internship Toolkit.

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# Defining Experiential Learning

We retain 75% of what we do, compared to 5% of what we hear.

"For the things we have to learn before we can do them, we learn by doing them."

**— ARISTOTLE**

## Paid

### Apprenticeship
An apprenticeship is a system by which a person learns a craft or trade by working hands-on with a skilled worker, usually for a set time and under set conditions. These are paid positions.

### Co-Op
Co-operative education is a learning model whereby students alternate semesters of full-time study with semesters of full-time work. It is an opportunity to apply what is learned in the classroom to real problems encountered in a work setting. Positions are supervised, evaluated, and paid.

### Internship
An internship is a form of experiential learning where students are given the opportunity to do meaningful work in their chosen field for a specific period, usually a semester or 8-12 weeks over the summer. This work experience enables students to integrate knowledge and theory learned in the classroom with practical application and skills development in a professional setting. It is a temporary position with an emphasis on on-the-job training rather than merely employment. These experiences are most often paid but can be unpaid under certain circumstances (see page 5 next).

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# Unpaid

## Curriculum-Required Unpaid Experiences

Some curriculums require unpaid work experiences due to their accreditation requirements and are facilitated within the academic department such as:
- Athletic training (Practicum)
- DPT (Clinical)
- Education (Student Teaching)
- Nursing (Clinical)
- Social Work (Field Placement)

## Clinical

The observation and treatment of actual patients, often in a local medical center, rather than theoretical or laboratory studies. These experiences are typically unpaid.

## Externship/Job Shadow

An externship/job shadowing experience is an experiential learning opportunity, like internships but generally shorter, provided by partnerships with educational institutions and employers to give students short practical experiences in their field of study. These experiences are typically unpaid.

## Field Placement

A supervised opportunity to gain vital work experience by applying lessons and theory learned in the classroom. Field placement and practicum are synonymous since they both require components of a course curriculum. These experiences are typically unpaid.

## Practicum

A school or college course, especially one in a specialized field of study, which is designed to give students supervised practical application of previously studied theory. Practicums are often a required component of the academic program. Students observe and often document how professionals in their field perform their professional responsibilities. They also participate to a limited extent in performing tasks in the workplace under close supervision. These experiences are typically unpaid.

## Service Learning

Service learning is a teaching and learning strategy in which students use their academic knowledge and skills to address genuine community needs. Community-based service activities are paired with structured preparation and student reflection. Common goals achieved by service learning include: gaining a deeper understanding of the course/curricular content, a broader appreciation of the discipline and an enhanced sense of civic responsibility. These positions are not compensated.

The Cincinnati Region Intern Taskforce recognizes that there are not universal procedures in higher education for approving, offering credit and/or documenting procedures. It is suggested that employers discuss requirements of work with the corresponding college or university representative to appropriately proceed with the naming convention and pay/accreditation accordingly. Students seeking to earn credit will need to review their institution's policies to determine eligibility and work with employers accordingly.

# Top 10 Top List reasons for hiring an intern

1. Fill a specific skill need.

2. Assign someone to clear out your back-burner list.

3. Add fresh ideas and new perspectives to the organization.

4. Reduce turnover and need for re-training.

5. Help train your future workforce.

6. Add staff who are up to date on latest technology.

7. Create a future opportunity to hire talent who is familiar with your company, its policies and culture.

8. Give your mid-level staff members opportunity to manage interns and develop leadership skills.

9. Add a key component to a diversity or inclusion recruitment strategy.

10. Create a qualified and abundant talent pipeline for your company.

# 10 Steps to a Successful Internship Program

**1. Identify Internship Coordinator.** One person should coordinate all internships. This may be a human resources representative, office manager or project/team leader. Whoever it is, they should have the capacity to implement the remaining steps.

**2. Determine the Company's Need for Additional Employees.** The internship coordinator may work with various departments to determine the company's needs and if interns can meet them.

**3. Assign a Mentor *and* a Supervisor.** A mentor is not a supervisor but rather a resource for the intern. A mentor can be asked for guidance for things ranging from "how do I work with otheremployees?" to "where is a good place for lunch?" The supervisor is the boss, assigning work and monitoring progress.

**4. Develop Internship Job Description and Finalize Hours/Pay:** The internship coordinator and supervisor need to work together on these items to be sure the job will meet thesupervisor's needs and be within their budget.

**5. Post Internship Job Opening.** Post your internship position, through whatever channels you have created. (Note: Handshake is an online platform built to connect students and employers; post to this specific channel to make the job available to students from several different local schools.)

**6. Evaluate and Interview Candidates.** Be sure to include appropriate questions for a first-time worker.

**7. Prepare and provide an Onboarding Process and Orientation.** This may be thestudent's first office experience. They likely will not know what equipment and tools they need and will presume you will provide it. Have intentional conversations about internet/phone use, meeting protocol, work hours, where to park, how long is their lunch break, etc.

**8. Build Quality of Place.** Immerse your intern(s) in internal culture and external networking tohelp them build relationships both inside and outside the office. (Note: External networking for your summer interns is covered! Check out CINC, a series of summer events uniquely built for employers inthe Cincinnati region to send their interns, free of cost.)

**9. Get to Work.** Interns often are very willing to share ideas and bring enthusiasm to the office every day. Be sure they understand their work and how it contributes to the company.

**10. Evaluate the Intern and the Internship Program.** It is important to provide feedbackto the intern. Not only does it help them improve their performance but prepares them to enter the workforce.

Information included in this toolkit is intended as guidance with examples of best practices. It is not to be considered legal advice. Always consult your Human Resources professional and/or retained legal counsel for advice specific to you company's circumstances. Revised June 2022.

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# Internship Program Checklist

**1. DETERMINE PROGRAM GOALS:** The goals of this program will directly inform the intern job descriptions. Many organizations use internship programs as a recruitment tool to find full time employees. Others use them to offer experience to students and give back to the community.

- ◯ Establish program goals and outcomes.
- ◯ Create plan for achievement of goals.

**2. APPOINT INTERN SUPERVISOR:** This is a significant responsibility and not merely an add-on to an individual's job description. A dedicated supervisor is needed to direct and manage interns.

- ◯ Establish dedicated supervisor.
- ◯ Establish a supportive mentor.

**3. DEVELOP JOB DESCRIPTION FOR INTERN:** Create Job Description

- ◯ Define duties and responsibilities.
- ◯ Define level of skills, education, and experience preferred.
- ◯ Determine weekly schedule (full-time or part-time).
- ◯ Determine length of internship.

**4. DETERMINE COMPENSATION:** The Cincinnati Region Intern Taskforce promotes paid internships. Read the update to the Fair Standard Labor Act (Jan 2018) regarding paid and unpaidinternships (linked on Page 12).

- ◯ Determine hourly rate or stipend.

**5. RECRUIT AND SELECT:** Organizations that wish to have a cyclical program to hire interns at regular intervals should begin recruitment three to eight months prior to the start date. More informal timelines allow recruitment as needed with shorter time-frames. Having good relationships with colleges and universities is beneficial in both cases.

### Suggested Recruitment Timeframes:

- ◯ Summer Intern (Sept. - Mar.)
- ◯ Fall Intern (Mar. – May)
- ◯ Spring Intern (Jun. – Oct.)

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### Regional Recruitment Resources:
◯ <u>Cincinnati Region Intern Navigator</u>
◯ <u>Handshake</u> online job board
◯ <u>Career fairs</u> at individual schools

### Screening and Interviewing Applicants: Assemble a hiring team (should include all individuals working with interns).
◯ Create a plan (rubrics/checklists) for initial screening of resumes and/or candidates.
◯ Create interview questions.
◯ Create appropriate tests for any required skills.
◯ Schedule interviews and include any necessary testing.
◯ Follow up with all candidates.

## 6. CREATE COMPREHENSIVE INTERNSHIP PROGRAM:

### Design Orientation for Interns
◯ Describe the organization's culture and provide an overview of the structure.
◯ Provide an overview of business etiquette pertinent to the organization.
◯ Explain necessary human resources requirements.
◯ Explain department roles.

### Create Training Program and Provide Support
◯ Develop and review an employment agreement which outlines expectations for the company. The discussion and document should reflect the expectations of both the company and the intern.
◯ Set up desk, computer and telephone.
◯ Provide an explanation of intern duties.
◯ Plan first meeting for intern with their mentor.

## 7. EVALUATION AND REFLECTION:

### Evaluation of Intern
◯ Monitor intern and provide regular feedback, including at the end of the internship.
◯ Provide an opportunity for interns to share their feedback and/or reflections.
◯ If student is receiving college credits, provide appropriate feedback to faculty member.

### Evaluation of Program
◯ Review program goals set at the beginning of the program.
◯ Assess the outcome of the internship program through supervisor, intern, and faculty evaluations and feedback.

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# Human Resources Questions

## What is the best way for an employer to find an intern?

- Use the Cincinnati Region Intern Navigator. It contains a Degree Seeker identifying programs available at each GC3 college or university. Search by the school or program and find the corresponding contact to help connect you with an intern.
- Build strong faculty relationships. The Navigator tool will have individual faculty members' information to reachout to. Two mechanisms for beginning the relationship would be:
  1. offer to be a guest speaker in a course.
  2. attend a department meeting.

## When is the best time to seek interns relative to the school year?

| Intern Start Term/Date | Recruiter Hire Term/Date | Hiring Process Start Term/Date |
|---|---|---|
| Summer – Starting May/June | Spring – by April 30 | No later than January 1 |
| Spring – Starting January | Fall – by November 30 | No later than August 1 |
| Fall – Starting August | Summer – By June 30 | No later than April 1 |

## How do I create a job description for an internship position? Should it be an existing job description or center around the project?

- If you have meaningful work to support the position and the internship will be offered every term going forward, you will want to develop a position and a description for it to ensure continuous employment.
- If the internship is going to focus on a specific, shorter term project, develop a description which outlines the skills specific for the project. The approach depends on the project.

## What sort of internal audit/review mechanism/report structure should I have in place to ensure that both the intern and the company receive maximum benefit from the experience?

Like any employee, an intern should have a clear reporting structure complete with an outlined evaluation period/process. The weekly schedule should include the intern meeting with their supervisor to talk about the work, ensure they are on the right track and ask questions. Frequent meetings with a mentor are also helpful to allow the interns to seek feedback and ask questions they might not ask of their supervisor.

## How do I determine the appropriate pay rate for an internship – is it a general dollar amount or does the type of work impact the dollar amount?

Many Human Resources offices have a predetermined pay scale or classification for jobs at their company. Pay for internships should be consistent with any position which has the same responsibilities and skills sets.

## How do I cultivate an ongoing relationship with an intern to encourage them to return?

If you are satisfied with the intern's performance, and there is a position opening, you may encourage them to apply for the position.

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# Work Rules / Legal Issues

## Does an intern have work or travel restrictions?

There are no restrictions on an intern being required to travel, however interns' travel should be required and supported at the same level as other employees.

There are no work restrictions as long as the work remains consistent with the position the intern was hired to do as with any other employee [Refer to Page 12 for more information].

## Be sure your business and the student are on the same page:

- Integrate interns into the workplace. This is often their first job experience; be sure they are aware of your business' culture, policies, and procedures.
- Discuss appropriate conduct— don't take anything for granted.
- Review how to handle confidential information.
- Provide a mentor. Not just a supervisor but someone who will provide a good example and who the intern can learn good work habits from.
- Be sure the student knows their status. If they are a volunteer, be sure they are aware of this and what makes their position as a volunteer different than an intern or co-op [other than the pay].
- Have both the students and a representative from HR review and sign a Letter of Understanding outlining and acknowledging their pay, benefits, policies, etc.

## *Paid vs. Unpaid Interns

- According to FLSA, trainees can be unpaid if they meet certain requirements.
- If the internship is going to be unpaid, then legally, the intern tends to be a volunteer and treated like a volunteer as opposed to an employee.
- When an intern is paid and works over 30 hours/week, an employer may have an obligation to offer insurance under ACA [See "Unpaid", Page 4].
- Retirement plans are not required. Identify those you do not want to be able to participate and set up their positions accordingly.
- Paid interns are employees and are eligible for Worker's Comp, benefits and retirement plans if their position is set up within those guidelines. Interns are not exempt from those benefits simply because they are an intern. The work and the position dictate their eligibility, not the title.
- BE INTENTIONAL. Set up your internships to meet your needs and provide a good work experience for the student.

## Internship Programs Under the Fair Labor Standards Act

FLSA has changed since it became law. To ensure the Toolkit contains the most current information, we are providing this link to the United States Department of Labor Wage and Hour Division Fact Sheet related to Internships under FLSA: Internship Programs Under The Fair Labor Standards Act.

## ACA Eligibility

*The following information is available through documents on the Society of Human ResourceManagement website:*[www.shrm.org](www.shrm.org)

The Affordable Care Act defines a full-time employee as someone working 30 hours or more per week. ACA does not make an exception for interns.

- ACA does provide two "safe harbor" exceptions to benefits eligibility:
  1. Seasonal Employee - generally begins work at the same time every year and employmentis seasonal.
  2. Variable hour employees - have changeable weekly hours with no expectation of consistency.
- ACA allows employees in these categories to be placed in a measurement period determining benefits eligibility.
- If they average over 30 hours/week over the measurement period, they are eligible for benefits.

## Insurance Benefits:

- Employers must offer insurance to 95 percent of their full-time employees.

## 401K Benefits:

- You need to closely read the documents outlining the requirements for your plan.
- Even if your handbook states temporary employees and interns cannot contribute, you must operateaccording to your plan adoption agreement.
- You should review all documents to ensure they are consistent.

## Society for Human Resource Management (SHRM) Online offers the following guidelines:

- If you intend to define interns as seasonal employees, be sure their letter, offering the position,clearly states this.
- Be sure the actual employment follows the guidelines outlined in the offer letter.
- Work closely with your legal counsel and HR experts to be sure your internships are compliant.
- Monitor the work and hours of interns closely.
- Interns are not a long-term solution or a substitute for hiring regular employees.
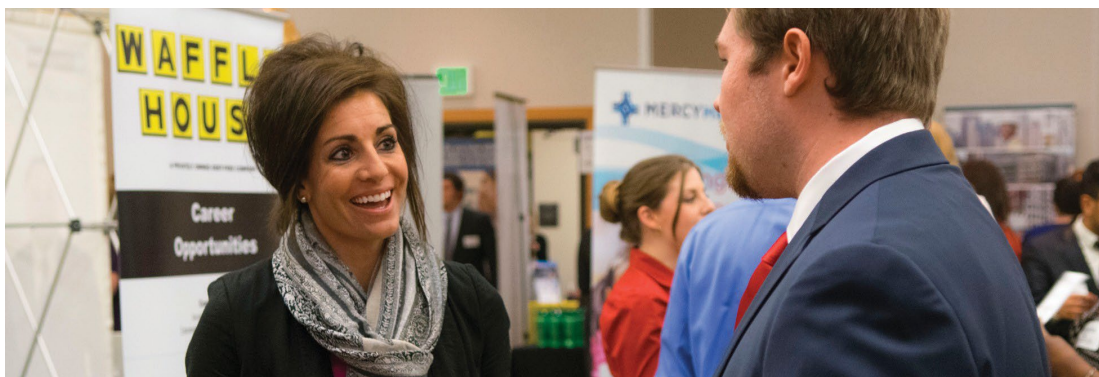
# Paid vs. Unpaid

## Does an intern have work or travel restrictions?

Generally, internship pay is the same rate as other entry-level positions. Discuss internally what your organization can afford to offer. Ask other companies in your field about their policies and inquire with college career office personnel. If you cannot afford "the norm", consider adjusting the hours of the internship. Most importantly, be sure your internship would be perceived as a value to the student.

The Cincinnati Region Intern Taskforce advocates for paid internships. In many cases, students are paying tuition for the credits they earn through internships, many of which are required to graduate. In some cases, students must relinquish a paying job to accommodate an internship. One tactic that employers have found successful; seeking grant funding to support an internship until the business/department can work the additional staffing into the budget.

## Alternatives:

- Many companies unable to pay interns an hourly wage choose to compensate them with a monthly, semester or project-based stipend.
- Another option may be to "split" the cost of an intern with a partnering organization. Note: this will decrease the time an intern will spend working at your organization but is a good first step to creatinga new experiential opportunity for students.



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# Other potential funding sources include:

## Work Study

Non-profit partners of local universities may be eligible to participate in the Work Study program. In order to do so, an application must be completed and approved, and the non-profit organization would have to hire a Work Study-eligible student. Positions through Work Study are limited to part-time, and the employer would only have to pay 25% of the student's salary.

## Grant.gov

A database housing information on federal grants. Search "Internships" on the site to find opportunities. The grant may be the internship itself or the grant may be able to pay for the internship: www.grants.gov

## US Small Business Administration

Provides grants to support the Small Business Innovation Research (SBIR) and the Small Business Technology Transfer (STTR) Programs. SBIR is a highly competitive program encouraging domestic small businesses to engage in Federal Research/Research and Development (R/R&D) with potential for commercialization. STTR provides funding opportunities for federal innovation research and development (R&D) for joint venture opportunities for small businesses and nonprofit research institutions. Small business with programs or projects meeting the criteria may be eligible for funding covering the cost of interns who may be involved in the project. www.sbir.gov

## Ohio Development Services Agency

This state of Ohio agency has a variety of bonds, grants, loans and tax credits that can assist Ohio companies as they grow and create jobs in Ohio. Eligible companies may find more information on the Ohio Services Agency website at www.development.ohio.gov

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Other potential funding sources (continued):

## Seasongood Foundation
Supports citizen engagement and civic education through grants for 501(c)(3) community organizations and professional associations committed to facilitating and enabling good government and governance, as well as grants for:

 1. internships in local government
 2. research on topics of civic merit
 3. public forums and conferences intended to promote civic dialogue or facilitate citizen action.

https://seasongoodfoundation.com/

## Charles Koch Foundation
Supports programs and scholars working to understand how to move toward a society of equal rights and mutual benefit, where people succeed by helping others improve their lives. They also partner with non-profit organizations that help people improve their lives and communities. Their main areas of funding include criminal justice and policing reform, free expression, foreign policy, economic opportunity, and technology and innovation. Companies and non-profits interested in partnering with a university to research a topic related to improving society or improving people's lives should check it out: www.charleskochfoundation.org

## The Ella Lyman Cabot Trust Grants
Support personally meaningful projects which can also benefit other people in the U.S. or abroad. The project must be strategic and somehow unique for the individual. Individual grants range from $7,000-$12,000. The approximate deadlines for completed applications are April 1 and November 1. The preliminary proposal must be received well before those dates – generally by early to mid-March and early to mid-October. www.cabottrust.org

## Jessica Jennifer Cohen Foundation
Provides financial assistance to students, freshmen thru grad level, to enable them to perform community service that otherwise would be financially difficult for them to do so. Service may be through employment or other association with a nonprofit organization, through the development and execution of a person's own program of community service, or through any other suitable community service activity. Deadline is rolling: www.jjcf.org

## Sunshine Lady Foundation
A private family foundation founded by the philanthropist Doris Buffett. It is "dedicated to providing opportunities for the advancement of education, wellbeing and new life choices for disadvantaged people with special empathy for the working poor and families in crisis." Since its inception in 1996 the Sunshine Lady Foundation has awarded more than $100 million in grants. Funding requests should be submitted through the contact information on the website. Applications are accepted year-round. www.sunshinelady.org

## Other ideas:
• Fundraising campaigns/activities through boards (like auctions, dinner and silent auction, bake sales, etc.)
• On-line fundraising via www.youcaring.com – No charge.
• For creative projects: www.kickstarter.com

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# Internship Essentials

## To ensure a successful internship experience that is beneficial to both the employer and the student, the employer should do the following:

- Review the job duties and other essential policies and procedures with the intern(s) to ensure theintern(s), supervisor(s) and the company start on the same page.

- Provide a supervisor and a mentor for each intern: both the supervisor and mentor must understandthe employer's goals for the internship(s).

- Ensure the intern(s) colleagues know they is coming and manage introductions to the team before the intern(s) first day on the job.

- Treat interns like any other employee. Interns have the same rights as other employees.

- Ensure intern(s) are assigned meaningful work and are benefiting from their experience.

- Provide training/onboarding for intern(s) to set the student(s) up to be successful.

- Expose intern(s) to the details of office work (i.e. professional dress, phone etiquette, dependability,managing his/her workload and time management).

- Provide regular and honest feedback to intern(s).

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# Internship Best Practices

Here are some Best Practices which will increase the overall benefit and help develop a great relationship with your intern(s).

## Pre-Hire

- Agreements between school and intern and intern and company
- Prepare meaningful assignment/projects
- Ensure the student is set up with all technology needed (email, phone, share points and resources)
- Ensure the correlating team an intern is working with is aware of his/her arrival
- Identify supports needed for learning and success throughout the internship experience (e.g. peerbuddy, mentor, appropriate supervisor that can develop the student)

## First Day

- Meet and Greet
- Get to know you breakfast or lunch
- Overview of business expectations (assignment, employee handbook, code of conduct)
- Lay of the land (Tour of facility, introduction of culture, etc.)

## Core Programming

- Assign a special project aligned with desired learning outcomes of student(s)
- Soft skills development/application, culture fit, communication between school and companyregarding how school is introducing and developing the skills
- Allow intern(s) to network on and off-site (exp. Cincinnati Intern Network Connection free events forsummer interns)
- Coaching
- Performance Management
- Assign a mentor

## Exit

- Feedback (Student, Business, Higher Ed Institution)
- It is a good practice to ask for each intern for his/her feedback on the program you are developing. Aninternship program should evolve and improve with feedback from those who are participating.

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# Virtual Internships

# A Guide For Employers.

## Introduction

In 2020, many businesses found themselves with the need to pivot existing internships to virtual. Some accomplished this rather easily, while many did not. This supplement to the original Cincinnati Region Internship Task Force walks companies through the process of converting an existing internship to a virtual experience plus developing and managing virtual internships.

# Virtual Internship Checklist/Best Practices

Establish a Virtual Internship Policy outlining parameters and expectations around remote work for students/interns/co-ops. Your policy should address:

### Security/Safety:
• Outline employee's responsibilities for security of company resources/information.
• Adhering to policies regarding security and maintaining a safe work environment.

Follow this link to view the Society for Human Resource Managers (SHRM) website. Please note not all resources may be available to non-SHRM Members.

### On-Boarding Your Virtual Intern
Virtual interns should go through the same on-boarding process as any other employees at your company.

To begin your virtual internship program, you'll need a process for assigning tasks, tracking progress, developing a mechanism for interns to collaborate amongst themselves and with your team, etc.

## Pre-Hire/Setting Expectations:

- Agreements between school and intern and intern and company:
  - Agreements could have the hiring manager outline project(s)
  - Should be signed and returned to the HR department.
- Type of appointment: temporary, permanent, project based, etc.
- How work will be assigned, tracked and evaluated.
- Tools/equipment needed and who will supply each.
- How interns reimbursed for any costs:
  - Be sure arrangements are permitted by each intern's college/university.
  - If the intern is expected to use their personal cell phone, have a process for reimbursing for work-related "minutes".
- Expectation for attending virtual meetings and engaging with the team.

## Prepare interns before they start.  Be sure interns have everything prepared and working on their first day:

- Send HR paperwork 4-8 weeks out with a deadline to be completed and returned.
- Be sure to have all of the information necessary to process interns' payroll through your payroll systems.
- Process paperwork so everything ready to go on the first day.
- Include workspaces, technology and any company swag.
- Begin outreach to get them familiar with the company and the culture.  Ways to get your culture across to interns virtually.
  - Encourage managers to send a handwritten (or email) note.
  - Set-up a meeting with all interns to get them acquainted with you and each other.
  - Schedule a meet and greet to introduce new interns to their team.
  - Schedule kickoff for hiring managers to share a handbook and policies managing the virtual internship program.
- Interns should receive computer/equipment at least a week before their start date to provide time to set up and become familiar with their devices.
- Equipment could include:
  - Video conferencing platform. (Zoom/Teams/WebEx, etc.).
  - Chat Messaging app. (e.g. Google Chat/Teams, etc.).
  - Project Management Tool (e.g. Trello/Asana, etc.).
  - Timesheet software (e.g. ADP/Paycor, most HRMS systems have time tracking).
  - Log-in information - Ensure intern has all log-ins necessary to enter any systems they need to access. (e.g. payroll, work, email, etc.)  Sit with the intern to be sure log-ins work and they can access all systems they need to do their job. Be sure they know how to access all systems they need.
  - Headphones/Headset.
  - Computer with audio, mic and camera.

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- Email.
- Internet access.
- Access to information on the company networks (VPN, share points, etc.).
- Schedule a session prior to their start date to confirm their internet and equipment works.

## Additional Considerations:
- Confirm email address necessary to communicate. (school vs. personal vs. company). School email systems may filter emails as SPAM.
- Consider a work from home stipend to cover any equipment or software costs (i.e. desks, chairs, etc.).
- Prepare support and help desk operations for additional virtual employees.
- Make sure the team(s) working with the intern are aware of their start and end dates.
- Introduce interns to your company's typical on-boarding process including resources as you would any other employee.

## First Day
- Make sure the team(s) working with the intern are aware of their start and end dates.
- Review work/office hours, especially if the intern and supervisor/main office are not in the same time zone.
- Review mechanism/method for assessing and tracking their work. This can be a daily or weekly check-in tool such as a brief survey, questionnaire the intern completes to log their work and progress, etc.
- Training on software/platform(s).
- Introduce intern to technology help and support resources.
- Delegate an IT point of contact to help them troubleshoot tech issues on day one.
- Share working from home tips to help virtual interns organize and manage their work.
- Schedule virtual lunch with intern and team.

## Core Programming
- Projects which can be completed with little hand holding and specific timelines are a better fit for a virtual intern.
- **Assign a mentor** to the intern who they can contact to resolve issues or ask questions. Ensure the mentor is comfortable with digital communication.
- Invite the intern to virtually attend any staff meetings and participate in office/team conversations and planning.

# Mentors for Interns

Supervisors are not mentors. Mentors are not supervisors. Both are very important in developing interns, especially for virtual settings.

A mentor is someone who will share information about his or her own career path, and provide guidance, motivation, emotional support, and role modeling. A mentor may help with exploring careers, setting goals, developing contacts, and identifying resources. A mentor serves as an advisor as opposed to supervising the intern's work. Additionally, a mentor provides another connection for an intern to your organization that can help reinforce your relationship.

Following are several resources you can review to choose a great mentor for your interns.
- 5 Ways to Become a Better Mentor
- Top 10 Qualities of a Good Mentor
- The Three C's of Mentorship

# Supervising Virtual Interns

- Allow interns to observe/participate in important meetings.
- Assign specific long-term, measurable projects.
- Have interns routinely update their teams on their work.
- Always attend scheduled check-ins.
- Provide regular, ongoing performance feedback.

# Virtual Online Resources

There are many resources available, however some are accessible only to their membership. Following are some resources you might find helpful:
- Interviewing Remote Employees: How to Measure and Manage the Unseen
- 10 Killer Interview Questions for Hiring Virtual Employees
- The Balance Careers.com: How Do Virtual Internships Work
- Forefront.com: 6 Steps To designing a Greta Virtual Internship Program
- Quora.com: What is the Difference Between a Normal Internship and Virtual Internship
- hrdive.com:3 Tips for a Successful Virtual Internship Program
- Society for Human Resource Managers
- B2 Communications: How to Make a Virtual Internship Work for Your Company

# The Fair Labor Standards Act

FLSA has changed since it became law. To review the most current information, follow this link to the United States Department of Labor Wage and Hour Division Fact Sheet related to Internships under FLSA: Internship Programs Under The Fair Labor Standards Act. The FLSA applies to virtual internships the same as an on-site internship.

# Employee Classification

Information related to employee classification, benefits and insurance coverage is often changing. Following is a link to the Society of Human Resources Management website. There are many resources available, however some are accessible only to their membership: the Society of Human Resource Management website (shrm.org).

It is a good practice to check for updates and/or with your legal team if you have questions.

# Frequently Asked Questions

**What is the suggested timeline to search for an intern who is simultaneously pursuing their degree?**

| Intern Start Term/Date | Recruiter Hire Term/Date | Hiring Process Start Term/Date |
|---|---|---|
| Summer – Starting May/June | Spring – by April 30 | No later than January 1 |
| Spring – Starting January | Fall – by November 30 | No later than August 1 |
| Fall – Starting August | Summer – By June 30 | No later than April 1 |

**What year in school are the students who most of the Cincinnati regional employers are hiring for internships?**

STEM students are often *recruited* in their sophomore year because of demand. Students ideally want an internship in the summer of their junior year. The closer to graduation, the more they are seeking an internship or co-op which will *convert* into a full-time permanent position.

Data in the below chart shows a large sample size from hundreds of employers in the Cincinnati region over the past several years:
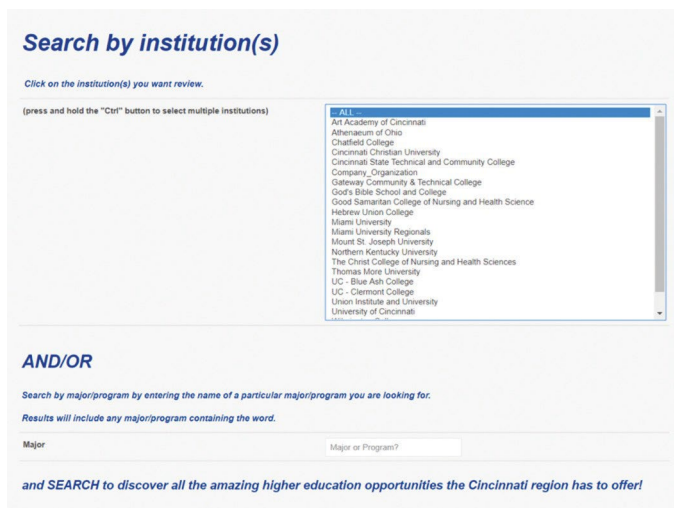
| Year in School | 2016 Interns in the Cincinnati region | 2017 Interns in the Cincinnati region | 2018 Interns in the Cincinnati region | 2019 Interns in the Cincinnati region |
|---|---|---|---|---|
| High School | | | | 1% |
| Freshman | 3% | 4% | 4% | 6% |
| Sophomore | 7% | 11% | 12% | 15% |
| Junior | 30% | 27% | 27% | 30% |
| Senior | 40% | 43% | 45% | 35% |
| Graduate | 20% | 15% | 12% | 13% |
| Total sample size (# of interns) data is based on | 900 | 1050 | 1403 | 1203 |

*Data gathered by the Cincinnati USA Regional Chamber

## How does the Cincinnati Region Intern Navigator tool work?

This database gives employers the ability to identify the academic programs and degrees awarded at 16 of the local colleges and universities. Users can find all programs and degrees associated with a specific institution or search for a specific program to find the colleges that have it. The employer will be able access the contact information for the individual(s) who can connect the company with an intern. This will help employers simplify their search process to contact institutions with the intern(s) who have experience they are looking for.

## 1. Search for a program.

## 2. Click on the link to the program and go to the program's page on its institution's website.



## 3. Click on "Contact" to see who to contact to inquire about an intern.



**Intern Contact List**

Use the *GC3recruit@....* email listed on this page to send a message directly to the Intern Contact.

**Kelsey Nihiser**
Director of Student Services

513-562-8745

**Art Academy of Cincinnati**
-

1212 Jackson Street
Cincinnati , OH  45202

gc3recruit@artacademy.edu

- You can directly contact the individual by accessing the "GC3Recruit" email address listed in the contact information. This email address is assigned to the Intern Contact who will reply in a timelymanner.
- When you connect with the contact listed, you can talk with them about what you are looking for and what level of student (sophomore, junior, senior) would be a good fit for the position given their courseprogression.
- You may attend career fairs hosted by the local colleges and universities. A list of those opportunitiescan be found here: Local Career Fair Dates.

## How do I connect with a college in a way I can provide additional benefit to the student intern (i.e. credit)?

As a general rule, internships result in academic credit towards their degree. Some programs require a minimum number of internship/co-op credits to graduate.

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## My organization can't afford to pay for an intern. Are there alternatives?

Sure. as you're determining the resources needed for your internship program, be sure to explore all options. For example, some employers are surprised to find that they can afford to pay for part-time interns. Others choose to offer a stipend. (See page 11 for more).

## Do I have to provide health care for interns?

No, most students are covered by their parents'/guardians' health care plan or obtain it through school.

## I've heard about some changes in non-paid employee rules. Could my company get in trouble for having unpaid interns?

Unpaid internships must meet stringent regulations. Discuss the issue with your human resources representative and/or lawyer and see pages 11-13 for some helpful resources.

## How long are internships?

Typically, internships last 10 to 12 weeks and run on the same timeline as semesters: fall (August through December), spring (January through May) and summer (May through August). However, your internship program can be customized to fit your needs. For example, if you have a two-month project that calls for additional help, search for students who want to work in that timeline.

## Can I hire an intern as a full-time employee at the end of their internship?

That's one of the great advantages of an internship program. It gives employers the opportunity to find talented young professionals before they graduate. As students near graduation, offer them a permanent full-time position at your organization (before another employer does!)

# Resources

## Summer Housing for Interns

Both Xavier University and the University of Cincinnati provide housing options for students interning at local companies throughout the summer. Both are convenient to downtown and the suburbs and are affordable for students.

### 1. University of Cincinnati

Summer housing is available for all college student interns, whether you work downtown, in the Uptown area or anywhere in the Cincinnati region. The University of Cincinnati offers interns a convenient and affordable summer lifestyle - all in a vibrant urban setting. Check out UC Your Uptown Summer Home at www.uc.edu/eventservices/intern-housing.html for current housing information on accommodations and rates.

### 2. Xavier University

Each summer hundreds of interns from across the country find safe, comfortable, convenient housing on the Xavier University campus. Affordable rates for our fully furnished, air-conditioned apartments cover all utilities, WiFi, cable television and parking. Check out Xavier Summer Guest Housing at www.xavier.edu/summer-housing/ for current housing information on accommodations and rates.

Information included in this toolkit is intended as guidance with examples of best practices. It is not to be considered legal advice. Always consult your Human Resources professional and/or

retained legal counsel for advice specific to you company's circumstances. Revised June 2022.

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| Events in the Cincinnati Region | Time of Year |
|---|---|
| Free Summer Intern Events | Annually, June/July |
| Oh. Co-op Education Association | May 2023 |
| Co-op Education & Internship Association [CEIA] Conference | San Diego, CA - April 2023 |
| National Association of Colleges and Employers [NACE] | June 2023 |

## Resources for Interviewing/Managing Your Employees

- 16 Questions to Ask Gen Z During a Structured Interview
- 15 Strategies for Recruiting Millennial and Gen Z Candidates
- Gen Z in the Workplace: Ways to Manage Every Generation Managing Gen Z