



Kemmons Wilson School of Hospitality and Resort Management
Employer Internship Manual
Hospitality Majors



Contact Information

The University of Memphis
Kemmons Wilson School of Hospitality and Resort Management
330 Innovation Drive
Memphis, Tennessee 38152
(901) 678-8021
www.memphis.edu/wilson/



Table of Contents

Welcome Letter.....	3
Your KWS Support Team.....	4
The Basics of Internships	5
Developing an Internship Program	10
Qualities of a Successful Internship Program.....	14
KWS Internship Timeline	22
Axiom Mentor	23
Frequently Asked Questions.....	25
Appendices	
Sample Internship Position / Posting Description.....	30
Sample Offer Letters.....	32
U.S. Dept. of Labor Information.....	35
Sample Unpaid Offer Letter	37
Sample Intern Orientation Checklist	38
Sample Intern Work Plan Template.....	39
Sample Student Intern Evaluation Template	40
Sample Intern Feedback Form	41



Dear Valued Employer:

Thank you for your interest in developing an internship program with The University of Memphis' Kemmons Wilson School of Hospitality and Resort Management. I am very excited about developing new partnerships, and I value the partnerships that we have successfully developed locally, regionally, and nationally over the past several years.

This Employer Internship Manual contains detailed information regarding the internship process and employer services at the Kemmons Wilson School. This guide is designed to assist you with starting and maintaining a quality internship program, whether you are developing an internship program for the first time or if you are looking to strengthen your existing program. Our goal is to provide our students in the Kemmons Wilson School with quality internship experiences to enhance their learning outside of academia, as well as to provide you with our talented student interns.

Though each student is required to complete HPRM 4911 (Internship for Academic Credit), they are by no means limited to only one internship opportunity as a student in our program. In fact, in today's competitive labor market, they are strongly encouraged to participate in multiple internships in their efforts to gain as much industry exposure as possible. That said, please don't feel limited to just offering internships for academic credit; there are numerous ways in which you can engage with both our students and our program.

I, along with our Career Specialist, am here to help you develop quality internship programs that are mutually beneficial to both you and to our students. Please do not hesitate to contact me if you have any questions, comments, or concerns related to the internship process. I can be reached via email timothy.flohr@memphis.edu or at (901) 678-5098.

I look forward to working with your organization in the future!

Sincerely,

Timothy M. Flohr

Timothy M. Flohr
Program Manager & Faculty Internship Advisor

Updated: October 2



Your KWS Support Team



Radesh Palakurthi, Ph.D.,
MBA
IHG Endowed Chair of
Excellence
Professor and Dean

rplkrthi@memphis.edu
(901) 678-3430



Brian Sweeney
Career Specialist

Bsweeney3@memphis.edu
(901) 678-3428



Marta Lopez-Flohr
KWS Recruitment &
Retention Specialist

mlpzflhr@memphis.edu
(901) 678-3897



Timothy Flohr
Program Manager &
Faculty Internship Advisor

timothy.flohr@memphis.edu
(901) 678-1767



The Basics of Internships

What is an Internship?

Internships are a great way for employers to build relationships with students at The University of Memphis and recruit great talent into their organizations. An internship is a hands-on opportunity that provides the student with a meaningful experience where they apply the principles that have been learned in the classroom to a real-world setting. According to the National Association of Colleges and Employers, “an internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths and give employers the opportunity to guide and evaluate talent.” (NACE Position Statement, 2011)

An internship should be designed to meet both the needs of the organization and learning goals of the student. It should have pre-set goals outlined by the employer and agreed upon between the employer and student to ensure that all expectations are met.

Internship Basics

- Internships should balance the work needs of the organization and the learning goals of the intern
- Internships promote academic, career, and/or personal development
- Internships may be paid or unpaid and can be full-time or part-time
- Internships are distinguished from a short-term job or volunteer experience because there is an intentional learning agenda structured into the experience
- The duration may be anywhere from eight weeks to two years, but typically last the course of a semester

What are the Benefits for Employers when Hosting an Intern?

Recruitment and Training Cost Savings

- Proven, cost-effective ways to recruit and evaluate potential employees
- Opportunity to assess students' work and fit within the organization
- Enhanced recruitment and retention outcomes
- Reduced turnover and training time for entry-level employees

Meeting Organization Needs While Developing Professionals

- Quality candidates for temporary or seasonal positions and projects
- Year-round source of highly motivated pre-professionals ready to learn
- Additional people to pursue more creative projects
- Developmental experience for staff by supervising and managing talent
- Opportunity to foster the next generation of professionals in your field

Interns Bring Fresh Perspective

- New perspectives, concepts, ideas, and the latest technologies for your organization
- Innovative solutions utilizing the knowledge students bring from their academic coursework

Expanded Pool of Qualified Candidates

- Greater chance of hiring the top students in your field through showcasing your organization to potential employees
- Increased visibility of your organization on campus and as a potential employer, internship site, or volunteer site
- Enhanced community image by contributing your expertise to the educational enterprise

What do Students Look for in an Internship?

In order to attract interns who are both qualified and passionate, employers should understand the potential benefits for students and structure internships in a way that provides a positive experience for the student. Students value internships that enable them to explore careers, develop leadership and other skills, network and establish connections, and build their résumé.

Career Exploration

- Learn about a career field from the inside and decide if it is the right career field for them
- Work alongside a professional in their chosen career area
- Observe the work place and see if it matches expectations

Leadership and Skill Development

- Add to knowledge base while gaining confidence in abilities
- Learn new skills such as communication and teamwork
- Gain industry knowledge first-hand from an organization and its professional staff
- Demonstrate reliability and initiate responsibility
- Apply knowledge acquired in the classroom to connect school and the professional world
- Gain a sense of accomplishment by contributing to an organization

Networking

- Meet new people and practice networking skills while establishing professional contacts and mentors
- Establish potential contacts for writing reference letters & LinkedIn recommendations

Résumé Enhancements

- Gain valuable experience to add to their résumé
- Enhance their applications for full-time jobs or to graduate school
- Create an advantage over other job or graduate school applicants

Registration and Recognition

Students have the following options for registering an internship:

- Zero-credit hour internships
- Kemmons Wilson School Academic Internship course (HPRM 4911)
- Departmental academic internship courses

The Kemmons Wilson School Internship Requirements

These are minimum requirements for an employer to host an internship with The University of Memphis. The Kemmons Wilson School has different requirements for their internship courses.

- Professional experience which relates to student's major field or area of career interest
- At least 240 verifiable work hours
- Occupies at least one academic term (fall, spring or summer)
- At least 12 weeks during spring or fall term, or 9 weeks in summer
- Requires continuous supervision by a professional in the field (not a student)
- Students must have completed the Pre-Internship/Professional Development Course (HPRM 3911) and have at least 45 credits of University of Memphis course work

Paid Internships

Paid Internships are opportunities offered primarily in the private sector or large organizations that are designed to pay students to learn while they work. Employers that offer paid internships are generally for-profit, are evaluating interns as potential full-time employees upon graduation, and/or have short-term large projects. The rate of compensation can be determined by the employer; however, most successful internship programs offer comparable hourly wages, stipends, licensing, and/or tuition reimbursement.

Unpaid internships

The decision to offer an unpaid internship is largely determined by the employer or the area of discipline. Unpaid internships are typically volunteer internships at not-for-profit organizations including religious institutions, charities, universities, state and local government agencies, and various hospitals. However, for-profit organizations can host unpaid interns if they meet certain criteria. Organizations should consider that they will attract a larger pool of qualified candidates if they offer compensation.

Legal Considerations

The U.S. Fair Labor Standards Act restricts employer's use of unpaid interns. This Act applies to businesses that have two or more employees directly engaged in interstate commerce as well as annual sales of \$500,000 or more. Interns who qualify as trainees do not have to be paid. If you find you cannot pay your intern, you must meet the 7 standards recently put forth by the 2nd Circuit Court of Appeals in early July 2015. (The older Department of Labor six criteria for determining trainee status can be found in the appendix.) In establishing an internship program, we recommend that employers consult with their legal counsel.

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee—and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands on training provided by educational institutions.
3. The extent to which the internship is tied to the intern's formal education program by integrated course work or the receipt of academic credit.
4. The extent to which the internship accommodates the intern's academic commitments by corresponding to the academic calendar.
5. The extent to which the internship's duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern's work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the end of the internship



Developing an Internship Program

Creating a quality internship position requires time and energy for planning and research. Keep in mind that the primary purpose of an internship is to provide a learning experience for the intern.

Successful internships are characterized by the following components:

- Support from the top administration
- Clearly defined objectives and goals for the internship that are communicated to all staff
- Designated supervisors who understand and are committed to mentoring and internships
- Projects and responsibilities that are meaningful, clearly defined and not centered around clerical work
- A system for regular feedback on student performance and the internship experience itself

Successful internships begin with the support of top administration. Not only do funding decisions start there, but staff attitudes regarding the value of interns can be heavily influenced by the attitudes of the leadership team. To make a case for the value of interns, focus on the overall organizational benefits achieved by hosting interns including the effect they can have on the “bottom line.”

An effective, well-managed internship is the single best tool for attracting college talent, and effectively reduces turnover by providing the opportunity to make more carefully considered hiring decisions based on experience.

Time Commitment

The amount of time needed to create an internship varies based on:

- The needs of the organization
- The size of the organization
- The number of interns needed
- The employer's application and hiring process
- Whether the intern earns or does not earn academic credit
- Whether the internship includes compensation
- Whether the intern's hours will count towards licensing or certification requirements
- The number of projects and opportunities readily available that provide meaningful learning opportunities

Internship Goals

Set an overall goal or objective for the student's work. This objective should be detailed and measurable and will help give the student direction during the internship. The objective needs to be known and accepted by staff in order to send a clear and consistent message of support. In order to develop an internship program that benefits the student intern and fits with the organization's goals, there are several questions that should be used to guide development of the internship program:

- What does your organization hope to gain from hosting interns?
- Is your organization looking to fulfill a need on a specific project?
- Will the internship(s) encompass one major project, or entail a variety of small projects?
- What are the tools and workspaces necessary to provide the student?
- How will this internship provide a learning experience or growth opportunity for the intern?
- To what professional or industry standards, skills, or ethics do you wish to expose the intern?

First Steps: The Job Description

Writing a job description will allow you to recruit and hire an intern. Write the description in clear, everyday language that will help the student understand the position and the organizational culture. If the opportunity offers a broad exposure to many elements within the organization, be sure to state that in the description. Interns appreciate knowing the expectations in advance. Employers will also find this a useful tool to inform other staff about the intern and to establish clear expectations about the internship.

Organizational Support

Orientation and Training

It is very important that interns be warmly welcomed to the workplace and introduced throughout the organization, just as one would with a new full-time employee. Not only are interns new to the organization, but in many cases they are new to the professional world of work. The sooner the intern learns about the organization and understands how it operates, the sooner he or she can assume assigned responsibilities and become productive.

When providing interns with an orientation, the supervisor should:

- Give the intern a tour of the office or worksite
- Introduce the intern to the other staff members
- Develop a schedule, as the intern may have to work around class schedules or another job
- Establish regular meeting times to review the intern's work and discuss assigned projects
- Inform the intern how and when feedback will be provided throughout the internship
- Provide the intern with information concerning pay schedules (if applicable), procedures for calling in sick, and overall expectations for attire and behavior (If you have an orientation sheet or manual for new employees, use it with your interns.)
- Teach the intern how to use the office technology (copier, fax machine, email system, etc.)
- Provide a stable workspace (do not expect the intern to move around the office and occupy temporary workspaces). Desk sharing between individuals on alternate days is often an acceptable practice for internships.

Supervisor Expectations

As a supervisor, your primary obligation is to foster the success of your organization. It is important to keep in mind that the primary purpose of an internship is to provide a professional learning experience for the intern. There is no real conflict between these two goals and both can be accomplished with effective supervision.

Best Practices Include:

- Provide clear expectations and share your knowledge and expertise
- Orient the intern to policies, duties, and lines of command
- Be available, approachable, and encouraging; be patient with questions
- Be a role model-- practice ethical and legal behaviors at all times...

Host Organization Responsibilities for Credit-Bearing Internships

1. A student intern cannot complete a credit-bearing internship with an organization that is his/her current employer.
2. Organizations that host a Kemmons Wilson School student intern must provide one identified, on-site intern supervisor who has knowledge and an educational and/or professional background in the industry of the internship.
3. The host organization is expected to comply with The University of Memphis' Harassment and Discrimination guidelines with all interactions with the student intern. <https://www.memphis.edu/oie/harrassment/index.php>
4. The host organization supervisor is responsible for ensuring that the intern is provided with a safe workspace. The workspace must be in a professional office and cannot be located in a private residence or non-commercial setting.
5. The host organization supervisor is responsible for ensuring that no more than 20% of the intern's duties involve clerical work.
6. The host organization supervisor is responsible for ensuring that the student intern does not perform inappropriate tasks, such as maintenance duties or personal errands for host organization employees.
7. The host organization supervisor is responsible for ensuring that the student intern is not required to use their personal automobiles for duties at or related to the internship/intern site.
8. Organizations may offer to host an *undergraduate* student intern for a second semester, but the internship will **NOT** be for academic credit.
9. The host organization supervisor is responsible for submitting at least three performance evaluations to the Kemmons Wilson School's Faculty Internship Advisor during the course of the semester. Evaluations are used in determining the student's course grade.



Qualities of a Successful Internship Program

One critical element in developing a successful internship program is planning. These planning elements include identifying project work, lining up a mentor, and evaluating opportunities for experiential learning. Ongoing evaluation of your internship program will allow you to improve it.

Project Work

An intern wants to make a contribution to your organization. Interns want to apply the concepts they are learning through their coursework to the "real world" of your organization. For example, a marketing intern may be charged with researching market trends for your product, and analyzing this data for use in your marketing materials and on your organization's website.

Experiential Learning

Consider how you can contribute to the student's experiential learning goals. A valuable will help the student "learn by doing".

- The student hopes to see how his/her coursework relates to your profession.
- The student may want to "test drive" a potential future career field to find out whether or not it is a good "fit" for him/her.
- The student hopes to build upon his/her skills through practice, and also seeks to learn from more experienced individuals in the field.

Rotational Component

The internship provider must have the capacity (staff, site, customer-base) to support a rotational internship program. a rotational internship describes an internship program in which the intern (or interns) rotates between various departments of an organization or between various roles within a single department.

The Mentor

Each intern should be assigned to a mentor within your organization. The mentor may be a department head, project leader, or longtime employee who is knowledgeable on the project where the intern will work. The mentor's role should include some initial orientation for the intern, as well as developing an ongoing relationship.

During your intern's first day, his/her mentor might fulfill some of the orientation roles. Ideas include:

- Give the intern a tour of your facility.
- Show the intern the location and use of office equipment (photocopier, fax machine).
- Introduce the intern to others in the department and organization with whom he/she will interact.

Throughout the internship, the intern will look to his/her mentor first with questions. The mentor should be prepared to offer guidance on project tasks and responsibilities, including instructions on how tasks should be carried out. The mentor should also be available for general questions pertaining to the company or the industry, where the intern can learn from the mentor's experience. The role of the mentor should involve a commitment of time to the intern's experience. Suggestions might include scheduling a lunch together on the intern's first day, so that the intern and mentor can begin to get to know each other. Some mentors may choose to offer an "open-door" to the intern, and encourage him/her to stop by anytime with questions. Other mentors might prefer the structure of a regularly-scheduled weekly

meeting, where the intern is encouraged to bring a list of any questions he/she might have from the past week. Either way, it is important that every intern knows that someone is available to answer his/her questions.

A mentor can be a valuable resource for the intern in many ways. During the internship, the mentor might provide input and evaluation of the intern's work products. Additionally, the intern is beginning to build his/her professional network, so a mentor might look for opportunities to include the intern in meetings or to introduce the intern to other company and industry contacts. Finally, after the internship has been completed, a mentor might offer to be listed as a reference on the intern's resume. The mentor should also be in a position to advise management of the suitability of a later employment offer to the intern following graduation.

The Project

The primary goal of each intern is to gain "real world" experience in his/her future profession. It is beneficial for each intern to be integrated into a department or project team, where he/she will not only learn from completion of his/her own assigned tasks, but will also develop a sense of the "big picture". Part of the learning experience should be an opportunity for the student to see how his/her own tasks fit into the timeline and outcome of the project as a whole.

In addition to integration into a department or project team, attention should be paid to the assignment of meaningful project work. Your intern is not looking to spend the summer making photocopies or getting coffee. Rather, your intern wants a chance to build upon what he/she has learned through coursework. Certainly, this does not mean that interns should be exempt from occasionally stuffing envelopes with the rest of the team, but the focus of the internship experience should be devoted to meaningful project work.

Integration into a department or project team can also provide the intern with an opportunity to refine teamwork and communication skills. Others in the team can provide guidance to the intern, both on specific project tasks and on aspects of professional work ethic and culture, such as time management and meeting deadlines or managing interactions with a difficult customer. Team members can guide the intern in learning to overcome challenges and in learning from his/her mistakes. An intern can benefit greatly from the experience of others on the team.

Flexible Program Design

Internship programs offer great flexibility in design and implementation. Consider the following options for your internship program:

- Will our workload support one intern, or several?
- Can we utilize an intern full-time or part-time?
- Can we utilize an intern for the summer only, or also during the fall and spring semesters?

No two internship programs are exactly alike, so the challenge may be to consider how to design a program around the needs of your organization. For example, if your organization hosts a large fundraising event annually, and you offer an internship for the planning of this event, that internship might take place during the fall semester only, but be available every year. Or if your organization is a CPA firm, it may be typical for your internship to be offered during the spring semester only, as assistance is primarily needed during income tax season.

Evaluation

Your new internship program may be viewed as a "work in progress," at least initially. You may try out different strategies to determine how an internship program can best suit the needs of your company or organization. By experimenting and learning from your own experiences, you can evaluate your internship program and improve upon it with each successive semester or year.

The Supervisor

Interns should be assigned to a supervisor, like any other employee. The supervisor may or may not be the same person as the intern's mentor-that will depend on your organization's size and work structure. The role of the supervisor is to assign day-to-day tasks, monitor progress, and to evaluate the intern's work products or outcome.

Set goals for your intern's progress. You can help your intern set goals for completion of various tasks, including daily goals, weekly goals, and monthly goals. If the intern is working on a project with deadlines, setting goals can help ensure that these deadlines will be met. Guide your intern in breaking down larger tasks into action steps and setting goals for completion. Set milestones so that the intern knows he/she is working toward something, and has a sense of accomplishment when each milestone has been achieved.

Time frame

Your intern will likely be part of your team for the length of one semester-approximately four months. Keep this timeframe in mind as you outline tasks and goals for the internship. It might be helpful to assign the intern to a project that will go from start to finish within the time of the internship. Alternatively, consider whether there are particular tasks an intern could finish within a project with a much longer timeframe.

You can help to provide your intern with a sense of accomplishment, if he/she is assigned tasks that will be completed by the end of the internship. Furthermore, your intern might hope to have a "finished product" for his/her portfolio.

Description

After you have assessed internal needs and identified where an intern will be assigned, the next step is to develop an internship description. Like any job description, the more detailed information you can provide potential candidates in the internship description, the easier you will make your task of selecting the right candidate. Elements of an internship description can include:

- Information about your organization and/or the project
- Description of intern's tasks and responsibilities
- Preferred majors/minors or coursework the intern should have completed
- Listing of skills required
- Start/End dates for the internship and typical daily working hours
- Compensation (if any)
- Academic credit, usually certified by the college/university

Interviewing and Evaluating Intern Candidates

Once you begin to receive applications, intern candidates will follow much the same process as other potential new hires. You will screen the applications to find those candidates who meet your criteria. You will make an offer and define the starting and ending dates as well as compensation. You may want to draft an internship agreement, which will be signed by yourself and the intern, defining goals and expectations.

Orientation

You should plan to provide some level of orientation for your intern. If your organization will be hosting a new employee orientation session near the intern's start date, you might include the intern in this orientation, so that he/she can learn about your organization and culture. If no organization-wide orientation is occurring, the orientation responsibilities may belong to the mentor or supervisor.

Your intern will also want to know about the day-to-day aspects of work in your organization.

- What are typical working hours?
- When should he/she take a lunch break?
- If available, where should he/she park?
- Where are the restrooms located?
- Where are various pieces of office equipment?
- What is the appropriate attire?
- When are staff meetings held?

In some cases, this internship will be a student's first experience working in a professional setting. Your intern may seek guidance with various issues that you would not normally encounter with an experienced employee, such as:

- Answering the office telephone and taking messages
- E-mail correspondence
- Appropriate level of personal telephone calls or internet use
- Etiquette at business meetings

You may consider developing an orientation packet for your interns, including the information outlined above, as well as important organizational policies of which interns should be aware.

During the Internship

As your internship program gains momentum, you may evaluate your program from time to time. Seek input from the intern's mentor and supervisor about the quality of the intern's work. Evaluate whether the intern possessed the necessary skills to carry out project work.

Evaluate the quality of the intern's work, and how this additional manpower increased overall work productivity. Consider what other projects or departments might benefit from an intern.

Likewise, you should periodically discuss your intern's progress with him or her directly. You may consider a midpoint and final evaluation in addition to the electronic evaluation forms that you will receive from the Kemmons Wilson School's Faculty Internship Advisor.

While the requirements for academic credit are different at each institution, it is typical that a professor will want to know at the beginning of the internship on what type of project the intern will be working, and it is typical that a final evaluation will be submitted.

It is the student's responsibility to manage his/her university requirements, and a student's desire for academic credit does not typically involve increased work on the part of the supervisor or mentor.



Kemmons Wilson School Internship Timeline

While it's never too early to promote your upcoming internships, we do ask that you adhere to the below timeline for both the interviews and the internship offer deadline.

- Fall semester:
 - June 1st - internship description posted
 - June & July - internship interviews
 - August 1st - internship offers finalized
 - September - internship begins (starting date flexible)

- Spring semester:
 - October 1st - internship description posted
 - October & November - internship interviews
 - December 1st - internship offers finalized
 - January - internship begins (starting date flexible)

- Summer break:
 - February 1st - internship description posted
 - February & March - internship interviews
 - April 1st - internship offers finalized
 - May - internship begins (starting date flexible)

Employers, please use the Axiom Mentor website to publish and promote your upcoming internship opportunities. <https://www.axiommentor.com/memphis/hospitality>

If you have any technical issues with Axiom Mentor, or if you would like to discuss other opportunities to promote your internships, please call or email the Faculty Internship Advisor, Tim Flohr, for more information at (901) 678-5098 or at timothy.flohr@memphis.edu



Axiom Mentor

As of the Fall semester of 2018, the Kemmons Wilson School of Hospitality and Resort Management has been using Axiom Mentor as the online management system for the internships that are approved for academic credit (HPRM 4911).

The Axiom Mentor portal is a secure site to manage the internship process for both employers and students. **It is very important to note that Axiom Mentor is only used for internships that are approved for HPRM 4911.** Career Services at The University of Memphis uses an online platform named TigerLink, which has career opportunities, full and part-time jobs, as well as other internships (which may or may not be for used for academic credit).

It is very important to distinguish why we use **both** Axiom Mentor and TigerLink at The University of Memphis. While it may appear redundant to have two different online portals, they both serve distinct and important roles.

While TigerLink is the main career services online platform when searching opportunities, it became increasingly difficult to use TigerLink for academic departments who have specific criteria for their internships for academic credit.

The Kemmons Wilson School is currently piloting the Axiom Mentor portal as part of a larger initiative of enhancing internship programs for the The University of Memphis. With Axiom Mentor, individual schools have the ability to establish their own criteria for their internship programs and create a closed portal for students to search for internships that meet the rigid criteria for academic internships.

Employers, please use the following websites if you would like to promote upcoming internships, part/full-time jobs, and career opportunities:

Axiom Mentor - INTERNSHIPS FOR ACADEMIC CREDIT ONLY (WITH KWS)-

<https://www.axiommentor.com/memphis/hospitality>

TigerLink - PART/FULL-TIME JOBS, INTNERNSHIPS (NON-ACADEMIC CREDIT), AND JOB SHADOWING OPPORTUNITIES -

<https://www.memphis.edu/careerservices/employers/tigerlink.php>



Frequently Asked Questions

When do internships typically begin? How long do they last?

Internships typically follow the starting and ending dates of the student's academic semester. Internships can be full or part-time and can take place during the fall (September to December) or spring (January to April) semesters, or summer break (May to August). Many students will try to schedule their classes on campus so that they leave blocks of time in their schedule for their internships. Some internships may last a year or longer, and could begin in fall, spring, or summer.

When do I need to start looking for an intern that I would like to start work in the fall semester?

There are no official deadlines for you to begin your intern candidate search, but the sooner you begin, the more likely you will be to receive applications from top candidates. Some typical intern recruitment timelines are:

- Fall semester:
 - June 1st - internship description posted
 - June & July - internship interviews
 - August 1st - internship offers finalized
 - September - internship begins (starting date flexible)

- Spring semester:
 - October 1st - internship description posted
 - October & November - internship interviews
 - December 1st - internship offers finalized
 - January - internship begins (starting date flexible)

- Summer break: February 1st - internship description posted
February & March - internship interviews
April 1st - internship offers finalized
May - internship begins (starting date flexible)

Some employers develop longer timelines, and some will even select summer interns before January of a given year. There are several issues to consider in developing your intern recruitment timeline:

- Do you hope to recruit candidates locally, regionally, or nationally?
- When do students plan their class schedules, and when is class registration?
- How many rounds of candidate selection and interviewing will take place within your organization? When looking at the timelines above, remember that you are developing an internship program to meet the needs of your organization, and it is never too late to find an intern!

How do I find interns?

Here are some suggestions for finding intern candidates.

- For internships for academic credit, post your internship description on Axiom Mentor, the Kemmons Wilson School's internship platform. <https://www.axiommentor.com/memphis/hospitality>
- For non-academic internships for academic credit, post your internship description on TigerLink <https://www.memphis.edu/careerservices/employers/tigerlink.php>
- Distribute your internship description to the Kemmons Wilson School's Faculty Internship Advisor and Career Specialist.
- Promote your internship opportunities among your current employees and encourage referrals.
- Post your internship description on your company's website, in your company newsletter, or in your local newspaper.

What level of compensation is typical for an internship?

In planning to allocate financial resources for your internship program, compensation will be one consideration. In some industries, unpaid internships are quite common. In others, interns can be very well-paid. 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.

Is my organization responsible for providing insurance or benefits to the intern?

Typically, only full-time employees are eligible for benefits provided by an employer. Interns are short-term employees and are therefore ineligible. Usually, students will already have insurance coverage through their parents, or through their colleges or universities. If you have questions, seek advice from your attorney.

Do interns work 40-hour weeks? Do they work five days a week?

Some interns work 40-hour weeks, but this is not always the case. Internships are flexible, and students often plan their internship schedules around their class schedules on campus. A part-time internship can involve anywhere between 10 and 30 hours per week. Often, students can schedule their classes so that they have blocks of time available for an internship. Once you have identified an intern candidate, discuss his/her availability and develop a schedule that will work for both parties.

What projects or departments in my company or organization might offer suitable project work for an intern?

As many functions as can be found among your current employees can be potential internship opportunities. An intern might contribute to the engineering or design of your products. An intern might assist with accounting, marketing, or business strategy. An intern may even develop your new company website. Students of every area of study are looking for professional experience through an internship.

Are the rules for terminating interns the same as full-time employees?

In most cases, the same laws apply. It is advised that you seek legal counsel for further information and specific requirements. Please contact the Kemmons Wilson School Faculty Internship Advisor if there is a disciplinary situation that warrants terminating an intern.

If I like an intern, can I be assured of having that intern return during his/her next internship rotation?

Often, your company or organization may find an intern you would like to hire again for a future semester. Some suggestions might include:

- Extend a summer internship opportunity into the academic year—a student who participated in a full-time summer internship might be looking for a part-time experience during the fall and/or spring semesters.
- Extend an offer for a future internship opportunity at the end of the internship experience, if the student's internship experience with your organization was a positive one, he/she will probably jump at the chance to return!



Appendix

SAMPLE INTERN POSITION/POSTING DESCRIPTION #1

Position Title: Marketing Intern

Start Date: January 20, 2011

Organization: XYZ Company

End Date: May 31, 2011

Department: External Affairs

Work Schedule: Mon – Fri (flexible shifts)

Number of Openings: 2

Hours per Week: 15-20

Company Profile: XYZ, established in 1996, is one of the leading banking institutions in the United States. With 40,000 employees nationwide, XYZ has experienced significant growth in the financial services industry and is known for its commitment to ethical practices in banking.

XYZ provides the following services to its consumers:

- Checking and saving account services
- Mortgage, auto loan, home equity, refinancing and credit card services
- Investing, advising and IRA services
- Home owners, auto insurance, identity theft protection and life insurance services
- Financial planning services

Position Description: The marketing intern will be responsible for grassroots marketing, event planning and community outreach for XYZ's Going Paperless project.

Learning Outcomes:

By the end of the internship, the intern will learn how to:

- Promote XYZ's Going Paperless project to current and potential customers, including individual and business consumers.
- Create and execute new marketing initiatives through research and with the support of XYZ staff.
- Lead a Going Paperless community outreach event such as *Save our Planet* and *Go Green or Go Home*.
- Identify, understand and utilize professional marketing strategies.
- Work with diverse populations in cross-cultural or multicultural settings.

Qualifications:

- Strong verbal and written communication skills.
- Candidates with experience in event planning and/or who have interest in event planning.
- Upper-class undergraduate students majoring in marketing, business or related field.
- Familiarity with various social media outlets and related marketing strategies.
- Knowledge of banking industry a plus.
- Minimum GPA of 3.0 preferred

Application Instructions:

Please send resume and cover letter to: jane.doe@xyz.com.

SAMPLE INTERN POSITION/POSTING DESCRIPTION #2

Position Title: Graphic Design Intern

Start Date: January 20, 2011

Organization: XYZ Company

End Date: May 31, 2011

Department: Creative Services

Work Schedule: Mon – Fri (flexible shifts)

Number of Openings: 1

Hours per Week: 10-20

Company Profile: XYZ, established in 1996, is one of the leading banking institutions in the United States. With 40,000 employees nationwide, XYZ has experienced significant growth in the financial services industry and is known for its commitment to ethical practices in banking.

XYZ provides the following services to its consumers:

- Checking and saving account services
- Mortgage, auto loan, home equity, refinancing and credit card services
- Investing, advising and IRA services
- Home owners, auto insurance, identity theft protection and life insurance services
- Financial planning services

Posting Description: The graphic design intern will be responsible for assisting the creative services team with creating templates, graphics, posters and brochures for marketing department.

By the end of the internship, the intern will learn how to:

- Independently work on the production design of marketing materials for the marketing department.
- Manage deadlines and client expectations for projects through regular and ongoing communication.
- Provide feedback to production coordinator regarding print quality.
- Utilize skills and knowledge to review effectiveness of design and content. □ Prepare estimates for digital print assignments.

Qualifications:

- Knowledge of graphic design methods and principles.
- Familiarity with software utilized in advertising, design and marketing industry □ Upper-class undergraduate students majoring in marketing, business or related field.
- Understanding of effective visual communication techniques.
- Knowledge of banking industry a plus.
- Minimum GPA of 3.0 preferred

Application Instructions: Please send resume and cover letter to: jane.doe@xyz.com.

Sample Offer Letter #1

Jane Brown
Manager, Public Health Programs
State Department of Public Health
100 Main Street
Anytown, State 12345

April 1, 2018

Roger Jones 3514 Clinton St.
Iowa City, IA 52245

Dear Roger Jones:

I am pleased to offer you the opportunity to be an intern for the State Department of Public Health during the summer of 2018.

The internship begins June 1st and will continue until July 31st. You will receive an honorary stipend of \$500 and are expected to be enrolled in an internship or practicum course for credit with your university. You will be supervised by Reba Liebowitz, and will create your 20 hour per week schedule with her.

Your responsibilities include:

- Shadowing, co-leading, and facilitating health education workshops on alcohol and tobacco use prevention, sexual health, dating violence prevention, and healthy lifestyles
- Assisting with data collection and analysis for 3 needs assessments
- Assisting with creation of interventions based upon the needs assessments
- Shadowing the Statewide Health Improvement Program collaborator meetings

I am excited about your participation and look forward to working with you. Please note that you will need to provide evidence of negative TB tests. A signed copy of this letter and evidence of negative TB results returned to the address above or to my e-mail address (manager@SDPH.gov) constitutes your acceptance of this internship offer. I appreciate your response within two weeks' time.

Sincerely,



Jane Brown
Manager, Public Health Programs

Acceptance of Offer: I have read this offer and accept the terms internship.

Signature _____

Date _____

SAMPLE PAID INTERNSHIP OFFER LETTER #2

Date
Name
Address
City, State, Zip Code

Re: *Internship Offer*

Dear _____:

I am pleased to offer you the internship position of _____ within the _____ department at _____. You will be paid \$_____ per hour, minus all applicable taxes and withholdings, payable every _____. As we discussed, you will be scheduled to intern _____ hours/week. If you accept this offer, you will report to _____, and your internship will begin on _____ and will end on approximately _____.

This internship is considered temporary and either party may discontinue the internship relationship at any time for any reason not prohibited by law. Furthermore, there is no guarantee of continuous employment and the terms and/or conditions of employment may be modified at any time.

As an intern, you will not receive any of the employee benefits that regular company employees are entitled to, including, but not limited to, health insurance, vacation or sick pay, paid holidays, or participation in the company's _____ retirement plan.

During your internship, you may come across confidential business information. By accepting this internship employment offer, you acknowledge that you must adhere to the company's confidentiality policy. In addition, upon conclusion of your internship, you must return all company-owned property, equipment, and documents, including electronic mail or other information.

On your first day, please be prepared to provide documentation that establishes your employment eligibility to work in the U.S. (in accordance with the Immigration Reform and Control Act of 1986). You will be provided with a list of acceptable documents. Additionally, please make available your I-94, visa and appropriate immigration support documents based on visa class, if you are a foreign national.

If you have any questions about the terms of our offer outlined above, please contact me at (____) _____. We are very excited about the prospect of you joining our team and staff at _____! To assist you in learning more about the company, please visit our web site at _____.

Sincerely,

Name

Title

My signature below indicates my acceptance of the offer as outlined above.

Printed Name

Signature

Date

Please return a signed copy via US Mail or deliver to _____ by
[INSERT DATE NO LATER THAN 10 DAYS FROM THE DATE OF THIS LETTER].

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

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

Background

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

The Test for Unpaid Interns and Students

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

Courts have identified the following seven factors as part of the test:

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee—and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by educational institutions.
3. The extent to which the internship is tied to the intern’s formal education program by integrated coursework or the receipt of academic credit.
4. The extent to which the internship accommodates the intern’s academic commitments by corresponding to the academic calendar.
5. The extent to which the internship’s duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern’s work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship.

Courts have described the “primary beneficiary test” as a flexible test, and no single factor is determinative. Accordingly, whether an intern or student is an employee under the FLSA necessarily depends on the unique circumstances of each case.

If analysis of these circumstances reveals that an intern or student is actually an employee, then he or she is entitled to both minimum wage and overtime pay under the FLSA. On the other hand, if the analysis confirms that the intern or student is not an employee, then he or she is not entitled to either minimum wage or overtime pay under the FLSA.

Where to Obtain Additional Information

This publication is for general information and is not a regulation. 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).

U.S. Department of Labor 1-866-4-USWAGE Frances Perkins Building TTY: 1-866-487-9243 200 Constitution Avenue, NW [Contact Us](#)
Washington, DC 20210

SAMPLE UNPAID INTERNSHIP OFFER LETTER

Date
Name
Address
City, State, Zip Code

Re: *Internship Offer*

Dear _____:

I am pleased to offer you an internship at _____. As we discussed, you will be scheduled to intern _____ hours/week. If you accept this internship offer, you will report to _____, and your internship will begin on _____ and will end on approximately _____.

As an intern, either party may discontinue the internship relationship at any time for any reason not prohibited by law. Furthermore, there is no guarantee of continuous employment and the terms and/or conditions of employment may be modified at any time.

As an intern, you will not be a company employee. Therefore, you will not receive a salary, wages, or other compensation. In addition, you will not be eligible for any of the employee benefits that company employees are entitled to, including, but not limited to, health insurance, vacation or sick pay, paid holidays, or participation in the company's _____ retirement plan.

During your internship, you may come across confidential business information. By accepting this internship offer, you acknowledge that you must adhere to the company's confidentiality policy. In addition, upon conclusion of your internship, you must return all company-owned property, equipment, and documents, including electronic mail or other information.

If you have any questions about the terms of our offer outlined above, please contact me at (____) _____. We are very excited about the prospect of you joining our team and staff as an intern at _____! To learn more about the company, please visit our web site at _____.

Sincerely,

Name

Title

My signature below indicates my acceptance of the offer as outlined above.

Printed Name

Signature

Date

Please return a signed copy via US Mail or deliver to _____ by
[INSERT DATE NO LATER THAN 10 DAYS FROM THE DATE OF THIS LETTER].

SAMPLE INTERN ORIENTATION CHECKLIST

INTERN INFORMATION			
Name:	Start date:		
Position:	Supervisor/Mentor:		
FIRST DAY			
<input type="checkbox"/> Provide intern with New Intern Handbook.			
<input type="checkbox"/> Assign "buddy" employee(s) to answer general questions.			
POLICIES			
<input type="checkbox"/> Review key policies.	<ul style="list-style-type: none"> • Anti-harassment • Intern absence • Social media/cell phone use • Holidays • Time and leave reporting • Overtime • Performance reviews • Dress code 	<ul style="list-style-type: none"> • Personal conduct standards • Progressive disciplinary actions • Security • Confidentiality • Safety • Emergency procedures • Visitors • E-mail and Internet use 	
ADMINISTRATIVE PROCEDURES			
<input type="checkbox"/> Review general administrative procedures.	<ul style="list-style-type: none"> • Office/desk/work station • Keys • Mail (incoming and outgoing) • Shipping (FedEx, DHL, and UPS) • Business cards • Purchase requests 	<ul style="list-style-type: none"> • Telephones • Building access cards • Conference rooms • Picture ID badges • Expense reports • Office supplies 	
INTRODUCTIONS AND TOURS			
<input type="checkbox"/> Give introductions to department staff and key personnel during tour.			
<input type="checkbox"/> Tour of facility, including:	<ul style="list-style-type: none"> • Restrooms • Mail rooms • Copy centers • Fax machines 	<ul style="list-style-type: none"> • Bulletin board • Parking • Printers • Office supplies 	<ul style="list-style-type: none"> • Kitchen • Coffee/vending machines • Cafeteria • Emergency exits and supplies
POSITION INFORMATION			
<input type="checkbox"/> Introductions to team.			
<input type="checkbox"/> Review learning objectives, initial job assignments and training plans.			
<input type="checkbox"/> Review position description and performance expectations and standards.			
<input type="checkbox"/> Review position schedule and hours.			
<input type="checkbox"/> Review payroll timing, time cards (if applicable), and policies and procedures.			
Technology			
<input type="checkbox"/> Specialty/Company hardware and software reviews, including:	<ul style="list-style-type: none"> • E-mail • Intranet 	<ul style="list-style-type: none"> • Microsoft Office System • Data on shared drives 	<ul style="list-style-type: none"> • Databases • Internet

INTERN WORK PLAN TEMPLATE

GOAL/LEARNING OBJECTIVE	ACTION STEPS	START DATE	DUE DATE

SAMPLE INTERN PERFORMANCE EVALUATION

Name of Intern:

Department/Division:

Company:

Supervisor Name/Title:

Please rate the intern based on their performance in the following categories.

Category	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Needs Improvement
Communication Effectively translates ideas, both verbally and in writing; practices attentive and active listening; speaks clearly and directly.					
Team Work Team player; works cooperatively with others in the department; applies teamwork skills to a variety of situations; builds consensus.					
Work Habits Manages times effectively; accepts responsibility; adapts to changing priorities.					
Problem Solving Identifies challenges; develops creative solutions; develops practical solutions.					
Initiative Adapts to new situations; asks appropriate questions; works well independently.					
Time Management Uses time effectively; arrives to work on time; adheres to deadlines.					
Professional Development Seeks feedback and acts on it; values input and experience of others; asks for help when needed; takes advantage of available training opportunities.					
Personal Attributes Demonstrates commitment, integrity, and honesty; is reliable.					

Additional Comments:

Intern Comments:

Review Date: _____

Supervisor Signature

Intern Signature

SAMPLE INTERN FEEDBACK FORM

Name of Intern:

Department/Division:

Company:

Supervisor/Mentor Name:

Beginning of Internship:

End of Internship:

Instructions: Read each statement below and circle the number that most accurately reflects your internship experience.

	Statement	Strongly Disagree					Strongly Agree				
1	I attended a company orientation.	1	2	3	4	5	1	2	3	4	5
2	I felt welcomed in the work environment.	1	2	3	4	5	1	2	3	4	5
3	The work environment was positive and encouraging.	1	2	3	4	5	1	2	3	4	5
4	My supervisor/mentor clearly defined goals at the beginning of the internship.	1	2	3	4	5	1	2	3	4	5
5	The learning objectives were achievable and realistic.	1	2	3	4	5	1	2	3	4	5
6	My supervisor/mentor provided me with constructive feedback.	1	2	3	4	5	1	2	3	4	5
7	My supervisor/mentor was available when I needed support.	1	2	3	4	5	1	2	3	4	5
8	The internship was challenging and intellectually stimulating.	1	2	3	4	5	1	2	3	4	5
9	I consider this internship to be useful for my career.	1	2	3	4	5	1	2	3	4	5
10	I gained greater appreciation for this industry.	1	2	3	4	5	1	2	3	4	5
11	I would recommend this internship to another student.	1	2	3	4	5	1	2	3	4	5

If you had a choice, would you repeat this internship again? Yes
No Why or why not?

Overall, how would you rate this internship?
 Poor Adequate Good Excellent

Additional Comments:

Intern Signature

Date