

NDSU

NORTH DAKOTA STATE UNIVERSITY

SPORT MANAGEMENT PROGRAM

INTERNSHIP MANUAL

Department of Health, Nutrition and Exercise Sciences

Adopted: March, 2015

Revised: November, 2015

Introduction to the Internship

Overview

The Department of Health, Nutrition and Exercise Sciences at North Dakota State University requires that each Sport Management student complete a twelve (12) credit internship (HNES 485) to meet the requirements for the Bachelor of Science in Sport Management. The Internship is offered as a variable credit course with 43 hours counting towards one credit and a minimum of 516 hours to complete the required 12 credits. The internship can be repeated at various sites/organizations and students must apply and register for each organization in which an internship is completed.

Sport Management students have the opportunity to complete the Internship in a sport setting/organization at the local, state, regional, national or international levels. Students are required to seek a variety of administrative practices which play an integral role in the production of sport experiences or recreation programs. Permission is required by a faculty advisor prior to registration.

The internship provides the student with practical experience needed for success in the competitive job market. The experience will build on knowledge and skills learned in the classroom and provide enhanced learning opportunities through hands-on experiences. The learning abilities of the student will be maximized by working closely with a site supervisor. The internship is also designed to allow the student to grow professionally, to identify strengths and weaknesses, to apply theory to practical situations, and to gain an appreciation of the role, duties, responsibilities, and nature of the work that has been chosen as a potential career.

Students should seek organizations staffed by qualified professionals and positions that provide the opportunity to play an integral role in the day to day operations and/or long term growth of the organization. The selection of a site supervisor will be required and students should focus on professionals that will allow students the opportunity to build on his or her professional skills in the field while providing strong professional guidance and insight into the field.

Goals and Objectives

The Goal of the Internship is to provide students a valuable work experience in the sport business, sport recreation, or sport administration fields. The internship experience will assist further development of a professional portfolio and support the fulfillment of future career goals. The following will be met through the Internship:

Students will:

- Test field knowledge, skills and leadership styles, as well as gain first-hand experience in supervision and administration
- Develop professional behaviors under the guidance of a professional
- Reflect on strengths and weaknesses in their performances
- Demonstrate technology, software and computers skills as required for the chosen career path
- Demonstrate networking, negotiating, learning and team building skills
- Demonstrate effective verbal and written communication skills
- Demonstrate ethical decision making skills
- Demonstrate flexibility and adaptability while performing their assigned duties
- Complete assignments without direct supervision
- Demonstrate their ability to work in various capacities with diverse populations
- Determine the degree of commitment to the field, as well as their personal career planning skills

Responsibilities of the Student, Supervisor, and Faculty Advisor

The Responsibilities of the Student will include:

- Researching, applying and securing a practical experience for the internship
- Becoming acquainted with the structure, operation, functions, and policies of the cooperating organization and abide by all regulations of the agency
- Developing personal objectives and goals for the internship experience using the Purpose & Goals document (Appendix E) and discussing all objectives and goals with the site supervisor prior to beginning the experience
- Submitting internship forms and obtaining approval for the internship prior to beginning the practical experience
- Understanding the expectations and all information explained throughout the internship manual to ensure the student understands what is required to receive credit
- Understanding the expectations and responsibilities required by the hosting agency/organization including behavior, attire, travel, etc...
- Submitting weekly logs on time each week
- Sending evaluation forms to the agency supervisor during the mid-point week and final week of the internship experience
- Regularly communicating with the agency supervisor and internship faculty advisor
- Representing the organization in a professional manner, including being on-time and dressed professionally while on-site
- Representing the university in a positive and professional manner
- Providing feedback to the faculty advisor regarding the internship organization/agency
- Proposing, developing, creating and submitting a professional level and high quality final major project and internship portfolio

The Responsibilities of the Site Supervisor will include:

- Being responsible for the student's professional development at all times, even when not in direct supervision of the student
- Clearly defining the student's role and responsibilities within the organization
- Explaining expectations regarding behavior, attire, travel, etc... of employees that may not be fully understood by the student
- Regularly communicating with the faculty supervisor/advisor regarding issues or concerns
- Conducting formative evaluations of the student's performance at least twice during the internship and submitting the necessary forms to the faculty advisor regarding the student
- Providing constructive feedback to the student to assist in the professional development process, including discussing the mid-term evaluation with the student to foster growth and improved performance in the second half of the internship

The Responsibilities of the Faculty Advisor will include:

- Assisting the student in securing a practical experience in the student's best interest
- Helping the student develop personal objectives and goals for his/her internship and creating a plan to achieve them through the internship experience
- Reviewing the prospective internship agency and the designated agency supervisor and approving or disapproving the student's internship application
- Contacting and communicating with the agency supervisor and student as needed on various issues
- Working with the student and site superior/organization to process necessary contractual agreements and forms
- Conducting mid-term and final telephone, electronic or site evaluations
- Evaluating and grading the student based on established criteria
- Serving as a resource person for the cooperating agency, site supervisor and the student
- Maintaining a database of cooperating organizations to provide a strong network of options for future students

Keys to Success

Students undertaking an Internship must remember that performance on the job can either enhance or hinder their career objectives.

Eagerness, reliability, a positive attitude, personal accountability and an understanding of collective responsibility will always be in demand. An Internship presents the student with the opportunity to establish a reputation for these qualities. Students who carefully plan and successfully complete a meaningful Internship will have a better chance of launching a successful career.

Success depends on the student's appropriate and efficient completion of assigned duties. It is important to understand that a person must take on various projects that the he or she may not enjoy in order to reach a level of success that is desired. Internship sites have a regular job to perform and must maintain their reputation for professional services. Organizations cannot tolerate inefficiency, irresponsibility, or actions that might impact the public/clients confidence in their ability.

During the internship, the student is a functional part of the organization and must act as one. The student's actions, behaviors and level of work reflects the policies and standards of both the cooperating organization and the university. The student must be committed to a high level of professional conduct in all phases of her/his Internship assignment.

The student should be prepared for each day of on-site experience by coming in with a strong work-ethic and a level of dedication to quality service that is required by the cooperating organization.

Student Considerations

Financial

Students need to plan ahead financially as well as academically. Some internships may provide a salary or an hourly wage, but many internship opportunities provide no compensation of any kind. Students must understand that they will be responsible for the cost of living in certain situations. The internship is an opportunity for students to build on his or her professional portfolio and is an investment in the future of the student. The skills learned, contacts made and references obtained should be the prime consideration in the selection of an internship. For these reasons, financial planning is very important before a student selects a placement.

Hours & Schedule

Working in a sport or recreation setting often involves non-traditional hours, including working nights and weekends. Students are expected to understand this and accept it as a part of the career path in which the student has chosen. In addition, students may work more than 40 hours a week during the internship experience. The amount of hours worked will be determined and agreed upon by the organization and the student in the Site Supervisor Agreement ([Appendix D](#)). Compensation (paid or non-paid) does not affect how many hours the student will work in a week or over the full length of the internship.

Eligibility

The following conditions must have been met by the time the student begins his or her Internship experience. Special circumstances will be evaluated in which one or more of the below conditions may be waived as determined and decided by the faculty advisor.

- 1) Professional Status in the Sport Management Program
- 2) A minimum cumulative grade point average of 2.5
- 3) Completion of 9 core credit hours of HNES course work in the program including HNES 110, HNES 224 & HNES 226
- 4) Must provide documentation of specific internship objectives & goals related to the Sport Management discipline
- 5) Students must submit the required documents set forth by internship faculty supervisor and be registered for the course prior to counting clock hours towards credit
- 6) Students must submit an agreement signed by the student, the agency supervisor and the faculty supervisor ([Appendix D](#))
- 7) All students counting clock hours must be supervised by an internship supervisor on site during the internship

Assignments & Grading

Internship Weekly Report

Purpose: to assist the student in the reflection process throughout the duration of the internship experience.

The student will be required to complete a weekly report for each week during the experience. The template for the weekly report will be provided by the faculty internship supervisor. It is expected that each week will include further detail to show the progress being made by the student each week while on-site during the internship. The report must be typed

and must follow the directions set forth on the template. At the end of each report, the student will be required to locate a current article related to the specific segment related to the intern's job responsibilities during the internship experience. The student will be required to apply the content in the article to his or her experience during that week of the internship. Acceptable resources include Sport Business Journal, Athletic Business or any Sport Management related trade or academic journal. Students will be required to complete the hourly log at the beginning of each weekly log. The hour log will be used to keep track of the hours completed for that week, in addition to the total number of hours completed. Weekly Reports must be submitted to the proper assignment folder on blackboard.

Internship Site Supervisor Evaluation (Mid-term and Final)

Purpose: Site Supervisor Evaluations are used to evaluate the interns strengths and weaknesses in addition to assessing the interns overall performance while on-site.

The intern's Site Supervisor will be required to complete both a mid-term and a final evaluation in order for the student to receive a passing grade for the internship. It will be the student's responsibility to provide the evaluations to the Site Supervisor and to ensure that the evaluation is submitted by the Site Supervisor by the due date. The student will be required to discuss the evaluations with his or her Site Supervisor in order to reflect on and evaluate the students' performance through constructive feedback. This will allow the student the opportunity to set new goals or build on the current goals during the second half of the internship.

Internship Portfolio

Purpose: The Internship Portfolio is intended to provide a comprehensive and detailed overview of the students experience and should display the professional abilities proven by the student during the internship experience. **All materials created will be added to a comprehensive final portfolio that will include all of the student's internship experiences. The Final Portfolio will be laid out in the same format as the Final Project for each specific Internship but will be a comprehensive overview of all Internship experiences. It will be reviewed one final time with the student's faculty supervisor prior to receiving a final grade on the 12th credit.**

The Internship Portfolio is a representation of the administrative and managerial responsibilities achieved by the student while on site during each specific internship. Documents submitted should be presented in a professional format such as a portfolio. Materials must be typed and separated in different labeled sections. The final project must be submitted within two days of completing the internship and no later than the final Friday of the semester unless specified differently by the faculty supervisor. The final project is required for each specific internship and will consist of the following parts:

Part 1:

Updated/Final Resume updated with each specific internship experience and specific to a future internship or position the student plans to apply for. Improvements must be made after each Internship.

Part 2:

Self-Evaluation/Report including strengths and weaknesses recognized during the experience, before & after reflection and an idea of how to build on the experiences moving forward in terms of networking and gaining further experience (listing 5 potential internships).

Part 3:

Professional Portfolio explaining and summarizing the overall experience during the students time on-site. Including information on the organization, general information regarding the position held by the student, major projects worked on and the overall scope of the tasks accomplished.

Major Project

Purpose: The Major Project is intended to display a student's skills and capabilities in a way that will directly benefit the cooperating organization. This can include marketing plans, ticket sales strategies, sponsorship proposals, the development and execution of specific promotions, design of specific programs, facility designs, etc...

The student will be required to submit a written proposal to the faculty supervisor/advisor for the internship outlining the specifications and details of the major project (Appendix F). The student will need to communicate with the site supervisor and have the site supervisor sign off on the major project proposal.

The major project should be intended for practical use by the hosting organization. The student must understand that the organization has the right to implement and use the work completed by the student. That includes after the student completes the experience and is no longer working with the organization.

Grading Breakdown:

There are a total of 1000 points available for the Internship and the assignments will be divided as follows:

Weekly Assignments - Weekly Reports (10 points deducted/missing log) - Online Discussion (10 points deducted/missing discussion)	150 Points	15%
Mid Term Site Supervisor Evaluation	100 Points	10%
Final Site Supervisor Evaluation	250 Points	25%
Internship Portfolio - (Resume, *Self-Evaluation/Report, *Portfolio) *Requirements based on credit load	250 Points	25%
Major Project	250 Points	25%
Total:	1000 Points	100%

GRADING SCALE

There are a total of **1000** points available in this course.

<u>Letter Grade</u>	<u>Percentage</u>	<u>Points</u>
A	89.5-100	895+
B	79.5-89.4	795-894
C	69.5-79.4	695-794
D	60-69.4	600-694
F	<60	<600

Appendix

Student Checklist

The following checklist is designed to assist students in the process of applying for, securing and registering for an internship:

Items that must be submitted prior to registering for the internship include:

- Resume & Cover Letter Specific to Internship Position**
- Registration Form**
(Internship Posting and Site Supervisor Business Card Attached)
- Student Contract - Sport Management Student Code of Conduct**
- Site Supervisor Agreement (Part A & B)**
- Student Purpose & Goals**
- Insurance Acknowledgment**
- The Fair Labor Standards Act Understanding & Agreement**

Begin Researching for Potential Internships	4-8 Months Prior to Targeted Start Date	
Begin Applying for Internships	2-4 Months Prior to Targeted Start Date	
Set up Meeting with Faculty Advisor	1-2 Months Prior to Start of Internship	
Review Internship Manual	1-2 Months Prior to Start of Internship	
Complete Internship Application	1-2 Months Prior to Start of Internship	
Schedule Site Supervisor Meeting	1-2 Months Prior to Start of Internship	
Complete Site Supervisor Agreement and Go Over Purpose & Goals Document with Site Supervisor	1-2 Months Prior to Start of Internship	
Complete Purpose & Goals Sheet	1-2 Months Prior to Start of Internship	
Update Cover Letter and Resume Specific to Internship Position - Have it Reviewed by the Career Center	2 Weeks Prior to Registration Window Opening	
Submit HNES 485 Registration Form and Resume and Cover Letter	1 Week Prior to Registration Window Opening	
Submit All Necessary Documents and Register for HNES 485 - Internship in Sport Management	1 Week Prior to Registration Window Opening	
Meet with Site Supervisor to Discuss Major Project	1 Month Prior to Start of Internship	
Submit Major Project Proposal to Faculty Supervisor/Advisor	1 Week – 1 Month Prior to Start of Internship	
CHECK BLACKBOARD AND REVIEW SYLLABUS, STUDENT CHECKLIST AND WEEKLY ASSIGNMENTS	STUDENT HAS ACCESS TO BLACKBOARD	

HNES 485 – Sport Management Internship

Internship Registration Form

*****An Internship Overview and Business Card of the Site Supervisor must be attached to this Registration Form** Complete the Following Document and submit it to your Faculty Supervisor/Advisor to receive permission to register for HNES 485 – Internship in Sport Management

Student Information:

Students Name (please print): _____ Student ID #: _____

Student Local Address: _____ City: _____ State: _____ Zip: _____

Organization Information:

Organization: _____

Organization Address: _____ City: _____ State: _____ Zip: _____

Site Supervisor Information:

Site Supervisor Name: _____ Position/Title: _____

Site Supervisor Phone: (_____) _____ E-mail: _____

Internship Requirements Information:

It is understood that the student is expected to work a minimum of 43 hours in order to complete course requirements for the practicum. The student can complete up to 12 credits with the requirement of 43 hours/credit.

- **Expected Amount of Hours to be Completed:** _____
- **Credits to be Completed and Registered for:** _____

Assignment	Due Date:	When is it Due?
Mid-Term Evaluation		Friday of the Half-Way Point in the Internship
Final Evaluation		Friday of the Final Week of the Internship (Wednesday of Finals Week is the Last Possible Due Date)
Internship Portfolio		Exactly One Week Following the End of the Internship (Wednesday of Finals Week is the Last Possible Due Date)
Major Project		Friday of the Final Week of the Internship (Wednesday of Finals Week is the Last Possible Due Date)

Administrative Use Only:

Approved Disapproved - Rational for Disapproval:

HNES 485 – Sport Management Internship

STUDENT CONTRACT

This agreement of on-site expectations and behavior is guided by the student's expected professional conduct and is agreed upon by and between the student and instructor below.

Formation

The undersigned hereby form a general agreement that the student listed below will display professionalism as expected by the supervising organization at all times during the course of his or her on-site field experience/Internship.

Term

The Partnership shall be based on the NDSU *Sport Management Program Code of Professional Conduct* and begin the first day of on-site experience as listed in the *Site Supervisor Agreement* while lasting through the end date listed in the *Site Supervisor Agreement* (Site Supervisor Agreement supplements this contract).

Purpose

The purpose of the agreement shall be to insure that the student understands the importance of acting in a professional manner at all times while on-site during his or her field experience/Internship and understands the consequences that come with substandard behavior.

Sport Management Code of Professional Conduct

The Sport Management Code of Professional Conduct serves as a form of student guidelines while a student is working at a site located off campus for credit through a course that is a part of the Sport Management curriculum. The guidelines are as follows:

- Students are to behave as any full-time employee of the organization would act.
- Students must perform the duties of the on-site experience to the expectations of the site supervisor. This will be reflected in the Site Supervisor Evaluation at the completion of the practicum.
- Students are to always be on-time and in any situation in which the student will be late to report to their site, the student must inform the site supervisor of their tardiness.
- Students are required to dress in a professional manner. The definition of professional attire is to be agreed upon between the student and the site supervisor.
- Students must follow all University guidelines and practices while on-site just as if they were in the classroom.

Consequences for Substandard Behavior

- In the event that the student breaks the terms of this agreement, the student may be dismissed from the Sport Management Program.

 Instructor (Printed Name)

Instructor (Signature)

Date

 Student (Printed Name)

Student (Signature)

Date

HNES 485 – Sport Management Internship

SITE SUPERVISOR AGREEMENT

Instructions:

- Part A to be completed by the individual that will be the "Site Supervisor" during the students on-site field experience with the assistance of the student either in person or over the phone
- Part B to be completed by the student

Part A: To be completed by the site supervisor (student is expected to assist)

This is to certify that _____ (name of student) has been accepted to work with _____ (name of organization) to fulfill his or her on-site field experience requirement through the NDSU Sport Management Program.

It is understood that the student is expected to work a minimum of 43 hours in order to complete course requirements for the practicum. The student can complete up to 12 credits with the requirement of 43 hours/credit.

➤ **Expected Amount of Hours to be Completed:** _____

➤ **Credits to be Completed and Registered for:** _____

Beginning Date: _____ Ending Date: _____

Please provide a brief description of on-site staff expectations regarding behavior, attire, travel, etc... for the student:

Please provide a brief description or bullet points of the tasks and responsibilities that align with the position in which the student will serve:

Supervisor Name (please print): _____ Title/Position: _____

Supervisor Signature: _____ Date: _____

Business Address: _____ City: _____ State: _____ Zip: _____

Business Phone: (_____) _____ E-mail: _____

Part B: to be completed by the Student

Why did you choose this organization for your Internship experience practicum?

Have you been previously associated with this organization? If so, in what capacity and when?

List & explain what responsibilities and duties you will be responsible for during the length of the field experience:

➤ *This will be used when drafting a proposal for the major project*

What do you hope to learn from this on-site experience?

How do you think this experience will influence your professional development?

How do you think this experience will influence your career plans?

ADMINISTRATIVE USE ONLY BEYOND THIS POINT

Comments:

Approved: _____ Date: _____
Faculty Advisor/Course Instructor

HNES 485 – Sport Management Internship

Major Project Proposal

This document should be signed after the student has read it and attached to the student's proposal.

The student will be required to complete a major project as a part of the Internship Experience. Students will need to meet with their site supervisors to discuss various options for the Major Project.

Various Examples Include:

- Sponsorship Proposals
- Marketing Plans
- Ticket Sales Strategies
- Social Media Plans
- Facility Evaluations
- Program Creation
- Nightly Promotion Plans
- General Promotions
- ETC...

The student must be responsible for the creation, development and overall implementation of the project. Assistance from other staff members throughout the entire project is allowed but students should ultimately be in charge of the oversight for the project.

The Student will need to submit a proposal for the Major Project and have it approved prior to working on the project.

The Proposal Must Include at a Minimum the Following:

- A brief overview of the project
- The role that the project will play in the overall functioning of the organization
- How the organization intends to implement the project in the near future
- How the project will benefit the student and his/her future career plan
- The amount of hours that the student intends to spend working on the project

It is expected that the project will be implemented by the organization in some capacity!

Since the major project is intended for practical use by the hosting organization, the student must understand that the organization has the right to implement and use the work completed by the student through the project in any capacity that the organizations sees appropriate. That includes after the student completes the experience and is no longer working with the organization. The Student confirms his or her understanding of this by signing in the below area:

Student Name (please print): _____ Semester: _____

Student Signature: _____ Date: _____

Site Supervisor Signature: _____ Date: _____

Insurance Acknowledgement

Instructions:

Please read the statement below. After reading the statement, please sign and date the form acknowledging that you have read and understood the content of the paragraph. Submit to your Internship Faculty Supervisor/Advisor.

North Dakota State University assumes no responsibility for the student's personal liability. An intern working for an outside agency may be legally and financially liable, if another person is injured as a result of an intern's action or omission of duty to act. Agencies may or may not provide liability insurance coverage to the intern. Paid interns are considered employees of the agency and are often entitled to liability and insurance coverage. Unpaid interns may be covered for liability but not for insurance. Most full-time undergraduate students have health and liability insurance coverage through their parent's homeowner policy. The issue of insurance be completely understood to all parties prior to undertaking the internship. Internship agencies vary greatly in terms of benefits and provisions for their interns. Student may also want to consider private short-term professional liability insurance plans. Such policies are available through professional organizations. The Department of HNES program interns are provided limited professional liability insurance by the State of North Dakota Risk Management Division.

Students Name (please print): _____ Semester: _____

Students Signature: _____ Date: _____

The Fair Labor Standards Act Understanding & Agreement

Internship Programs Under The Fair Labor Standards Act

Students Name (please print): _____ Semester: _____

Name of Organization: _____ Hours to be Completed On-Site: _____

Site Supervisor Name: _____ Position/Title: _____

Site Supervisor Phone: (_____) _____ E-mail: _____

It is the intent of the NDSU Sport Management degree program to adhere to federal labor law as it relates to the internship. Provided on the following two pages is a copy of the U.S. Department of Labor Wage and Hour Division [Fact Sheet #71: Internship Programs Under The Fair Labor Standards Act \(FLSA\)](#). As stated, the "fact sheet provides general information to help determine whether interns must be paid the minimum wage and overtime under the Fair Labor Standards Act for the services that they provide to *for-profit* private sector employers."

Internships in the for-profit private sector will most often be viewed as employment, requiring minimum wages and overtime payments to the students. Students are encouraged to bring any concerns related to hours worked and/or compensation to the attention of the internship site supervisor and his/her NDSU internship supervisor.

Please sign below to acknowledge that you have received this information and will abide by the FLSA. This form must be returned to the Department of Health, Nutrition and Exercise Sciences at NDSU before the internship experience begins.

Student Signature: _____ Date: _____

Site Supervisor Signature: _____ Date: _____

U.S. Department of Labor Wage and Hour Division

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

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

Background

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

The Test For Unpaid Interns

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

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

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees, but works under close supervision of existing staff;
4. The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded;
5. The intern is not necessarily entitled to a job at the conclusion of the internship; and
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

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

(April 2010)

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

In general, the more an internship program is structured around a classroom or academic experience as opposed to the employer’s actual operations, the more likely the internship will be viewed as an extension of the individual’s educational experience (this often occurs where a college or university exercises oversight over the internship program and provides educational credit). The more the internship provides the individual with skills that can be used in multiple employment settings, as opposed to skills particular to one employer’s operation, the more likely the intern would be viewed as receiving training. Under these circumstances the intern does not perform the routine work of the business on a regular and recurring basis, and the business is not dependent upon the work of the intern. On the other hand, if the interns are

engaged in the operations of the employer or are performing productive work (for example, filing, performing other clerical work, or assisting customers), then the fact that they may be receiving some benefits in the form of a new skill or improved work habits will not exclude them from the FLSA's minimum wage and overtime requirements because the employer benefits from the interns' work.

Displacement And Supervision Issues

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

Job Entitlement

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

Where to Obtain Additional Information

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

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

U.S. Department of Labor

Frances Perkins Building 200 Constitution Avenue, NW Washington, DC 20210

1-866-4-USWAGE

TTY: 1-866-487-9243

Contact Us

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