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## ABOUT THE CIPD

The Chartered Institute of Personnel and Development (CIPD) is the leading UK professional body for HR. We are a not-for-profit organisation that has been established since 1911. We have over 140,000 members and provide a range of services to our members, including research, training and consultancy.

## OUR GUIDE TO INTERNSHIPS

This guide is designed to help employers understand the benefits of internships and how to create a successful internship programme. It covers the following areas:

- **THE BENEFITS OF INTERNSHIPS**
- **HOW TO FIND AND RECRUIT INTERNS**
- **HOW TO DESIGN AN INTERNSHIP PROGRAMME**
- **HOW TO SUPPORT AND MANAGE INTERNS**
- **HOW TO EVALUATE THE SUCCESS OF AN INTERNSHIP PROGRAMME**

### EXECUTIVE SUMMARY

#### ABOUT THE GUIDE

#### DEFINITIONS

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## WHAT IS AN INTERNSHIP?

An internship is a short-term work experience programme that allows students and graduates to gain practical experience in a particular industry or profession. Internships can be paid or unpaid, and can last from a few weeks to several months. They provide a valuable opportunity for students and graduates to develop their skills, gain experience and build their professional network.

There are many different types of internships, including:

- **Academic internships** – These are typically offered to students who are studying a relevant subject and provide a chance to apply their theoretical knowledge in a practical setting.
- **Professional internships** – These are typically offered to graduates who are looking to gain experience in a particular profession or industry.
- **Research internships** – These are typically offered to students and graduates who are interested in research and provide a chance to work on a specific project or research topic.
- **Entrepreneurial internships** – These are typically offered to students and graduates who are interested in starting their own business and provide a chance to learn from experienced entrepreneurs.

Internships can be a valuable experience for students and graduates, providing them with the opportunity to gain practical experience, develop their skills and build their professional network. They can also provide a chance for employers to identify and recruit potential future employees.

*'Internships are an essential part of the career ladder in many professions. They are a practical and personal way of developing a modern, flexible economy and a new ethos for the industry and for employees. Once they become an informal means of gaining practical experience in a particular area, today they are a strong link between the education system and the workplace.'*





## WHY IS IT IMPORTANT TO PAY INTERNS?

Pay is an important part of the overall experience of an intern. It is a signal of the value of the work that they are doing and a reflection of the company's commitment to its employees. Paying interns is also a way to attract and retain the best talent.

Pay is also a key factor in determining the success of an internship program. Interns who are paid are more likely to be motivated and engaged, and they are more likely to stay for the duration of the program. Paying interns is also a way to show that the company values the work that they are doing and that they are an important part of the organization.

## WHAT DOES THE LAW SAY?


The law states that interns who are performing work that is similar to that of a permanent employee should be paid. This is because they are providing a service to the company and are contributing to the company's success. The law also states that interns should be paid at least the minimum wage.

The law also states that interns should be paid for any work that they do outside of their normal hours. This is because they are providing a service to the company and are contributing to the company's success. The law also states that interns should be paid for any travel expenses that they incur while working for the company.

The law also states that interns should be paid for any training that they receive while working for the company. This is because they are providing a service to the company and are contributing to the company's success. The law also states that interns should be paid for any other expenses that they incur while working for the company.





## SO, WHAT SHOULD I BE PAYING?

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Not all internships are paid. Many are unpaid, but some are paid. The minimum wage for interns is \$10.10 per hour (18-20 years old) or \$9.00 per hour (18 years old and under).


Higher education institutions are required to pay interns at least the minimum wage. If you are a higher education institution, you must pay interns at least the minimum wage. If you are not a higher education institution, you may choose to pay interns at least the minimum wage.

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For more information on the minimum wage for interns, visit [www.dhs.gov](http://www.dhs.gov).

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**WHAT TASKS SHOULD I GET INTERNS TO DO?**

When you're looking for tasks for your intern, think about what you need your business to do well. Consider the tasks you need to do well and how you can give your intern a chance to learn from you. Think about the tasks you need to do well and how you can give your intern a chance to learn from you.

• **F**ind out what your business does and how it works. This is a good task for an intern to do. It helps them understand the business and its goals. It also gives them a chance to see how the business is run.

• **R**esearch your business and its market. This is a good task for an intern to do. It helps them understand the business and its goals. It also gives them a chance to see how the business is run.

• **O**rganise your business. This is a good task for an intern to do. It helps them understand the business and its goals. It also gives them a chance to see how the business is run.

• **D**evelop your business. This is a good task for an intern to do. It helps them understand the business and its goals. It also gives them a chance to see how the business is run.

• **E**valuate your business. This is a good task for an intern to do. It helps them understand the business and its goals. It also gives them a chance to see how the business is run.

• **G**row your business. This is a good task for an intern to do. It helps them understand the business and its goals. It also gives them a chance to see how the business is run.

**HOW SHOULD I DEVISE A SUITABLE WORK PLAN?**

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• **T**alk to your intern. This is a good task for an intern to do. It helps them understand the business and its goals. It also gives them a chance to see how the business is run.

• **A**sk your intern. This is a good task for an intern to do. It helps them understand the business and its goals. It also gives them a chance to see how the business is run.

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## HOW SHOULD AN INTERN'S MENTOR SUPPORT THEM?

A mentor should provide support and guidance to an intern, helping them to understand the organization's culture, values, and expectations. They should also provide feedback and encouragement, and help the intern to develop their skills and knowledge. A mentor should be someone who is experienced and knowledgeable in the field, and who is able to provide the intern with the support and guidance they need to succeed.

## ARE PERFORMANCE REVIEWS NECESSARY FOR INTERNS?

Performance reviews are a key part of the management process, and they can be used to provide feedback and encouragement to employees. For interns, performance reviews can be particularly important, as they can help to identify areas where the intern is doing well, and areas where they need to improve. Performance reviews can also be used to provide feedback on the intern's progress, and to help them to set goals for the future.

Performance reviews can be conducted in a number of ways, and they can be conducted at different intervals. Some organizations conduct performance reviews at the end of the intern's placement, while others conduct them more frequently. Performance reviews can be conducted by a supervisor, a mentor, or a peer. Performance reviews can be conducted in a number of ways, and they can be conducted at different intervals.

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## WHAT IS THE BEST WAY TO CONCLUDE AN INTERNSHIP?

### F

A student who has completed an internship should be given a letter of recommendation by the employer. The letter should state the student's name, the dates of the internship, the student's position, and the student's performance. The letter should also mention the student's strengths and weaknesses, and the student's potential for future employment.

The letter should be written on the employer's letterhead, and should be signed by the employer. The letter should be addressed to the student, and should be mailed to the student's home address. The letter should be dated and should include the employer's contact information.

The letter should be written in a professional and positive tone, and should be a minimum of one page in length. The letter should be written in the first person, and should be written in the present tense.

The letter should be written in a clear and concise manner, and should be free of errors. The letter should be written in a professional and positive tone, and should be a minimum of one page in length.

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## WHAT SHOULD A REFERENCE LETTER CONTAIN?

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# FINAL HIGH

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... A ...

1 C ... A ...

2 I ... A ...

3 L ...

B ...

... CIPD ...



**R**  ( 4)

- I have a written contract with the student (see the contract template in the Appendix C of this guide).
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**I** • ( 6)

- I have a written contract with the student (see the contract template in the Appendix C of this guide).
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**S** ( 8)

- I have read the document and agree with its contents.
- I have read the document and agree with its contents, but I have some reservations.
- I have read the document and disagree with its contents.
- I have not read the document.

**R** ( 9)

- I have read the document and agree with its contents.
- I have read the document and disagree with its contents.



# INTERNSHIP AGREEMENT

To: \_\_\_\_\_ ( )

## EMPLOYER'S IDENTIFICATION

Address: \_\_\_\_\_  
CIPDE: \_\_\_\_\_  
G: \_\_\_\_\_  
\_\_\_\_\_

## EMPLOYEE'S IDENTIFICATION

Address: \_\_\_\_\_  
\_\_\_\_\_

### EMPLOYER

PRINT NAME

\_\_\_\_\_

IGN

\_\_\_\_\_

DATE

\_\_\_\_\_

### INTERN

PRINT NAME

\_\_\_\_\_

IGN

\_\_\_\_\_

DATE

\_\_\_\_\_

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## KI EMA K CHEME F I E HI A D K LACEME

N: *...* C: *...* E: *...*

L: *...*

## AD E I I G I E HI

G: *...* P: *...*

J: *...* P: *...* /JCP/E: *...*

M: *...*

P: *...*

## G E ME DE A ME A D I I I A I E ELA ED I E HI

D: *...* B: *...*

D: *...*

G: *...* K: *...*

## I F MA I F I E

L: *...* A: *...*

L: *...* A: *...*

P: *...* ( *...* ):

M: *...*







The **Learning to Work** programme is led by the CIPD to promote the role of employers in reducing youth unemployment. The CIPD's purpose is to **champion better work and working lives**, which starts with young people being able to access the labour market.

The overall aim of the programme is to promote the business case for investing in the future workforce. We encourage HR professionals to offer a wide range of access routes into their organisations and ensure their recruitment and management practices are youth-friendly. We also promote direct contact with young people via two youth volunteering programmes, **Steps Ahead Mentoring** and **Inspiring the Future**.

[cipd.co.uk/learningtowork](http://cipd.co.uk/learningtowork)

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