

A guide for employers



**INTERNSHIPS
THAT WORK**

TODAY'S YOUNG PEOPLE, TOMORROW'S WORKFORCE

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BACKGROUND

ABOUT THE CIPD

The Chartered Institute of Personnel and Development (CIPD) is the UK's leading professional body involved in the management and development of people. We contribute to the development of public policy across the spectrum of workplace issues and reflect the perspective of employers by drawing on the experience of our 140,000 members and our substantial research base.

OUR GUIDE TO INTERNSHIPS

This guide is aimed at employers that are either thinking of starting an internship programme for the first time or wish to improve their current offering. Earlier this year, we produced the 'Internship Charter' – a voluntary code of practice with six principles that can support employers when devising and implementing high-quality internship schemes. The principles cited in the Charter are:

RECRUITMENT

PAYMENT

INDUCTION

TREATMENT

SUPERVISION

REFERENCE AND FEEDBACK

Each of these six principles is given a dedicated section within this guide, along with the relevant excerpt from our original Internship Charter, and goes on to suggest how each of the principles can be addressed in a way that gives the greatest benefit to both the intern and the employer. If you are short of time or would like a quick idea of what is included in this guide, you can jump straight to the sections at the back of the guide, where you will find:

- a checklist for employers to use when assessing the quality of their programme
- a voluntary written agreement that gives you the option of formally recognising your commitment to the principles in this guide
- web links to other organisations and initiatives regarding internships.

All the information included in this guide is correct as of September 2015.

WHAT IS AN INTERNSHIP?

There are a number of different phrases used to describe non-contractual work that offers a young person some experience in the workplace. This may be during their time at school (typically lasting a couple of weeks and referred to as 'work experience') or university (usually lasting up to a year and called 'work placements'), or they may have just finished education and be entering the labour market for the first time. However, we have recently seen 'internships' come to be associated largely, although by no means exclusively, with graduates entering the labour market and wanting to enter a particular profession. As the Final Report of the Panel on Fair Access to the Professions, headed by the Rt. Hon. Alan Milburn MP (hereafter the Milburn Report), noted in its chapter devoted to internships:

'Internships are an essential part of the career ladder in many professions. They are part and parcel of a modern, flexible economy and are useful both for the interns and for employers... where once they were an informal means of gaining practical insight into a particular career, today they are a rung on the ladder to success.'

The prime purpose of internships is to provide interns with a meaningful experience that enhances their employability and skills. That said, **there are clear business benefits to running a good internship scheme**, such as gaining a new and motivated member of staff, bringing new skills and perspectives to your organisation and potentially improving productivity. Although there is still some debate over issues such as whether or not internships should always be paid positions, we feel that **the quality of the experience is the most important factor for the intern**, as the short-term economic costs of an internship can often be offset by the long-term advantages to the intern's career – but this is only true if the internship is of sufficient quality.

WHY PRODUCE THIS GUIDE TO INTERNSHIPS?

There were three main motivations behind the creation of this guide. First, the CIPD is committed to promoting best practice in the workplace at every opportunity and we know that internships are now a key training route for new employees across the economy. Second, as the Milburn Report found, more often than not internships operate as part of an 'informal economy' in which this valuable development tool is only open to those that have a friend or family member in an organisation. As well as the disparities that this causes in terms of access to internships, many interns report poor experiences where they were clearly exploited for very little gain to their professional development. Given the expansion of internships being promoted by the Government (an expansion the CIPD has endorsed) as one response to rising graduate unemployment, more organisations may be considering internships for the first time, meaning that they will be less familiar with good management practice in this area. The Milburn Report also makes a number of recommendations, which include:

- The professions, the Government, trade unions and the third sector should together produce a common best-practice code for high-quality internships.
- Each profession should make employers in its field aware of the best practice code and encourage them to adopt it for all relevant internship and work experience placements.

This guide, along with our Internship Charter is meant to offer employers clear and easily accessible guidance from the CIPD on how they can go about getting the most out of an internship programme as well as contributing as much as they can to the intern's professional development. Furthermore, we hope that this guide contains principles and guidance that attract the support of employers, government, the trade unions and other stakeholders, including interns themselves.

RECRUITMENT

Interns should be recruited in broadly the same way as regular employees of an organisation, with proper consideration given to how their skills and qualifications fit with the tasks they will be expected to fulfil. Recruitment should be conducted in an open and rigorous way to enable fair and equal access to available internships. The job advertisement should give a clear indication of how long the internship will last and, at interview, the intern should be told honestly whether there is a real chance of obtaining a full-time contract.

WHY SHOULD WE RECRUIT INTERNS IN THE USUAL WAY?

The reason that we suggest recruiting interns in the same way as other employees is that, because the internship is about the professional development of a young person, it is very useful for them to have experience in the processes and demands that job applications require. **By openly advertising the position rather than just relying on family and friends, you can also widen the talent pool available to your organisation and make a real difference to the business.** Don't forget that a poorly devised internship programme might mean that you have to put in extra time, effort and resources at a later date.

WHAT SHOULD THE JOB ADVERT CONTAIN?

We recommend including the following details in your advertisement:

- the length of the internship, the expected working hours and the start date
- what the main duties of the intern will be (the more explicit you can be, the better-suited applicants you are likely to get)
- whether you are offering any salary or expenses (discussed in more detail in the section of this guide on payment and duration)
- how many teams/projects the intern will work on
- what prior qualifications and experience are required or beneficial for the application
- a clear statement about whether there is a realistic possibility of the internship developing into a permanent position.

Asking for a CV (two pages) and covering letter (one page) will normally suffice for graduate internships as it is unusual for candidates to have a large employment history on finishing university. Although, if your company uses a standard application form for other vacancies, there is no reason why it cannot be used for internships.

HOW SHOULD INTERNSHIP INTERVIEWS BE CONDUCTED?

Just like the application process, the interview should be conducted in broadly the same way as when recruiting a regular employee. That said, consideration should be given when devising interview questions to the fact that many of these young people may have limited industry experience (which is presumably why they want to do an internship!) and much of the relevant experience they do have might be from their school and university education in addition to extracurricular activities. **We recommend focusing on interview questions around employability skills** (for example, problem-solving skills, teamwork, communication, their potential for growth, their enthusiasm and commitment to the values of your organisation) rather than strict qualification and technical requirements. In addition, if you intend to have your intern working on a particular project, the interview is a good opportunity for you to ask questions about how they would approach the project and what ideas they might have about it. You could even place these sorts of project-based questions in an application form or advertisement.

PAYMENT

WHY IS IT IMPORTANT TO PAY INTERNS?

Paying interns is not only the right thing to do, but it also helps to widen access to internships more generally and increase the pool of talent that employers can draw from.

Paying interns will also help you to increase the loyalty and motivation of young people, which in turn helps improve the overall productivity of your business. As our Learning to Work programme has found, the greater the level of investment demonstrated by an employer, the greater the commitment on the part of the young person.

CIPD | Learning to Work

LEARNING TO WORK

Learning to Work is an action-focused programme led by the CIPD to tackle the problem of youth unemployment. The overall aim is to achieve a shift in employer engagement with young people, so that they are encouraged both to help young people prepare for the workplace and to make the labour market itself more youth-friendly, by offering a wider range of access routes into organisations and adapting recruitment methods.

For more information on Learning to Work, please visit www.cipd.co.uk/learningtowork

WHAT DOES THE LAW SAY?

An organisation should pay an individual undertaking an internship placement the National Minimum Wage. Furthermore, any travel costs incurred while attending external meetings/events should be paid for by the organisation providing the internship. When making decisions about how much to pay interns, it is essential to adhere to the relevant legislation at all times.

If someone is expected to undertake 'work' for any organisation (contributing to your company, has a list of duties and is working set hours) they count as a 'worker' and are entitled to be paid National Minimum Wage (NMW) – even if there is no written contract in place.

The National Minimum Wage is the minimum pay per hour almost all workers are entitled to by law - regardless of the size of the organisation offering internship placements – and covers almost all workers in the UK. However, workers must be school leaving age (typically 16 years old or over) to receive the minimum wage. It makes no difference whether an intern works part time or full time. They are still entitled to receive the NMW.

SO, WHAT SHOULD I BE PAYING?

What are the national minimum wage rates?

There are currently three age-based National Minimum Wage rates which may apply to individuals undertaking an internship placement with your organisation. These are for workers aged 21 years and over; 18-20 inclusive; and under 18 (but above compulsory school age). These rates are updated in October each year, and current rates are available at www.gov.uk

However, there are a number of circumstances where the NMW does not apply; these include students doing work experience as part of a UK-based further or higher education course; young people of compulsory school age; a volunteer or doing voluntary work; on a government or European programme, or work shadowing.

We also recommend that interns receive travel expenses for journeys they undertake on behalf of your organisation, such as travel to and from external meetings and events.

Finally, once you've decided to offer an internship placement, remember to add the intern to your payroll system and ensure your interns receive their payment and expenses at the end of each month.

If you have any questions about the NMW legislation, you can find more information at www.gov.uk or by calling the Pay and Work Rights Helpline on 0800 917 2368

VOLUNTEERS

Volunteers are an essential part of voluntary organisations, and can provide a motivated and flexible work force to those struggling with limited resources looking to achieve their charitable objectives.

However, it's important not to blur the distinction between volunteers and paid employees - this includes interns. According to the NCVO, volunteers don't have a contract of employment and can come and go as they please. Also, as volunteers are under no formal or contractual obligations they are not paid for their time. Whereas interns undertake regular paid work for an employer and are bound by a contract of employment and are entitled to receive the National Minimum Wage.

Whilst employers aren't legally required to pay volunteers, employers should agree to cover any expenses, such as food and drink, as well as any travel the individual undertakes as part of their role. Not only does this help improve people's access to opportunities, but it shows that your organisation appreciates volunteer's time and expense which will help individuals remain engaged and committed.

Being clear about the expectations and intentions of both parties is essential when beginning a volunteering arrangement. To do this, Gov.uk and NCVO recommend putting your intentions in writing in a volunteer agreement. Also, clearly stating volunteer role descriptions and agreements can further help to reinforce the distinction between interns and volunteers.

For more information, visit www.direct.gov.uk

INDUCTION

Interns should receive a proper induction to the organisation they enter to allow them to fully integrate. Whether joining a large organisation or an SME, an intern just entering the job market may find the workplace intimidating. It is important to introduce an intern to the staff and the values of the organisation to help them integrate into the team and allow them to hit the ground running.

IS IT NECESSARY TO GIVE INTERNS A FULL INDUCTION?

Even though your interns may have excellent qualifications or some previous industry experience, it will still feel like a very new experience for them when they start working for you. In addition, because internships can be relatively short compared with a full-time position, it is essential that interns settle in as quickly as possible. **A well-designed induction process can make an intern's transition into the world of work a smooth and enjoyable experience as well as helping your organisation by integrating your new member of staff as quickly and effortlessly as possible**, which is why we recommend taking sometime to think about their induction carefully. Even though the internship may only last for a few months, you must still prepare for their arrival.

WHAT SHOULD THE INDUCTION PROCESS INCLUDE?

We suggest including the following elements in your induction programme:

- an introduction to your company, including its history, products and services, culture and values
- how your company is structured (providing the intern with photos and names of their colleagues is always very helpful, if you can manage it)
- a brief introduction to the senior members of your company as well as the people that the intern will be working with on a regular basis

- a tour of your facilities, including work areas, 'breakout' areas, where to get food from inside or outside your company, where the nearest toilets are and where the fire exits are situated
- health and safety information (this is a legal requirement)
- a clear outline of the job/role requirements (which should be the same as the original job advert), including a discussion of the day-to-day duties that the intern will be responsible for in addition to any short-term and long-term objectives that are relevant at the beginning of the internship (for example projects that the intern will be working on).

Depending on the nature of your organisation, you may also need to inform reception or colleagues of the intern's arrival on their first morning, set up computer login details that they will be able to use and provide them with any documentation that they need to read before they can begin work. Try not to overburden the intern on their first morning, so give them plenty of time to digest any information or forms that you pass over to them.

It is also helpful for you to arrange dates and times during the intern's first couple of weeks for them to have short individual meetings with everyone that they will be working alongside as well as any relevant senior staff. This saves you having to go into too much detail during the induction and also gives the intern an opportunity to learn more about your employees and what they do within your company (and also to learn everyone's names!).

TREATMENT

During their time with an organisation interns should be treated with exactly the same degree of professionalism and duty of care as regular employees. They should not be seen as 'visitors' to the organisation, or automatically assigned routine tasks that do not make use of their skills. Organisations should make some allowance for interns to, on occasion, attend job interviews or complete study requirements.

WHAT TASKS SHOULD I GET INTERNS TO DO?

The aim of the internship from an employer's perspective is to get the best out of the intern so that they make the biggest possible contribution to your company by using their skills and ideas. If an internship is to be beneficial to both the employer and the intern, **it is imperative that the intern is given as much responsibility and diversity in their work as possible.** From your perspective, you want to make the most out of having an extra member of staff who, if given the right tasks, can improve your productivity and bring new ideas and perspectives into your organisation. From an intern's perspective, if they are taken on just to make tea and carry out administrative tasks such as data entry (remember that these young people are often graduates) then they are not going to be exposed to any opportunities for professional development. Furthermore, taking this young person's time up could be preventing them from being employed by someone that actually needs them and can offer them a workload more commensurate with their set of skills. On this basis, we strongly recommend that you do not ask interns to carry out basic or menial tasks any more than you expect other workers to do so.

Don't forget that the job advert that you placed for the internship should have contained a list of the main duties and responsibilities that the intern will have, so it is sensible to think well ahead when writing the job advert about how you intend to shape the intern's role on a day-to-day basis. Even so, **there are some occasions where flexibility is helpful.** For example, allowing interns time off to attend job interviews is generally regarded as common practice, seeing as their aim on leaving university is typically to secure a full-time paid position in their chosen industry sector. Of course, if the intern is of a suitable calibre and proves themselves capable of performing well in your organisation, there is no reason why you cannot offer them a position.

HOW SHOULD I DEVISE A SUITABLE WORK PLAN?

If you are interested in taking on an intern, an effective way to devise a suitable work plan is to consult colleagues, line managers, heads of department or other personnel in a management position to find if they have any specific projects they feel an intern could contribute to. If one big project does not stand out, or none of the departments/teams feels they can offer a sufficient workload by themselves, an intern's workload could be spread across a number of areas (for example two days a week with one team, three days a week with another team). This would not only offer some short-term assistance for particular departments or colleagues, it would also give the intern a broader view of your organisation and the sector that you operate in as well as giving them a wider range of learning and development opportunities. Should you choose to split the intern's time in this way, a structured work plan with clear objectives becomes even more important. If your intern is going to be working on one major project during their internship, a work plan will still be helpful in terms of what you want them to achieve and what timetable you wish to set for their project objectives.

A work plan does not need to be a static blueprint and can be filled in on a daily or weekly basis if necessary. At the very least, **the work plan should act as a guide at the beginning of the internship and subsequently merged with any goals and objectives set during the induction process.** Remember that interns are there to learn while working, so it is important to keep them active and engaged throughout their internship to ensure that your organisation and their career both move forward.

SUPERVISION

Organisations should ensure there is a dedicated person(s) who has ring-fenced time in their work schedule to supervise the intern and conduct regular performance reviews. This person should provide ongoing feedback to the intern, be their advocate and mentor during the period of internship, and conduct a formal performance review to evaluate the success of their time with the organisation.

HOW CLOSELY DO INTERNS NEED TO BE MANAGED?

As interns may be relatively new to the world of work, the way that they are managed is crucial. Just like your other employees, **good management and supervision will make the intern more productive and develop more quickly**. Although interns will become more self-sufficient as the internship progresses, we strongly recommend that one of your experienced employees acts as a mentor for the intern throughout their time with you.

HOW SHOULD AN INTERN'S MENTOR SUPPORT THEM?

We recommend that mentors are tasked with the following duties:

- building a supportive working relationship with the intern
- meeting the intern for lunch each day during their first week
- acting as a point of contact for any concerns that the intern might have
- discussing career options and the intern's plans for the future.

Ideally, an intern will be working with a range of people (and possibly a range of teams) within your company. In any case, it is not essential for the mentor to work alongside the intern throughout the working day. That said, they should maintain regular contact with the intern, particularly in their first few weeks, to help them settle in and give them any informal help and guidance. On the subject of

careers, a good mentor can be extremely useful in helping interns review their career plans throughout the internship. Again, this can be relatively informal but it is enormously valuable for interns to hear about the different career paths and progression routes that others have taken. An experienced mentor would be the best person to start this conversation, although if other employees want to get involved, the interns would certainly benefit from more perspectives.

ARE PERFORMANCE REVIEWS NECESSARY FOR INTERNS?

Performance reviews are an essential part of people management. The CIPD report *Managing Performance* (2004) sees performance management as 'a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance'. We see this as equally applicable to interns as full-time employees.

Bearing in mind that a high-quality internship involves creating a work plan for the intern to follow, it would be sensible to use this work plan as a basis for regular conversations about the intern's performance in terms of their achievements, conduct and development as well as discussing what they will be concentrating on in future. Don't forget that the work plan may need to be updated and revised during the course of the internship. We suggest conducting performance reviews on a weekly basis at the beginning of the internship but subsequently changing to a monthly meeting later on, although informal conversations with the intern are always useful.

REFERENCE AND FEEDBACK

On completion of the internship, organisations should provide interns with a reference letter detailing the work they have undertaken, the skills and experience acquired, and the content of the formal performance review conducted at the end of the internship. Interns should also be offered the opportunity to give feedback on their experience in an exit interview, giving the organisation the opportunity to reflect on its own performance in delivering internships.

WHAT IS THE BEST WAY TO CONCLUDE AN INTERNSHIP?

Final review meeting

As the internship draws to a close, regardless of how long it has lasted, it is good practice to arrange a final review meeting with the intern to discuss a number of issues. We suggest that this review meeting is carried out by the intern's line manager. During the review, you can discuss:

- What has the intern learned and how have they developed over this internship?
- How well do you think they have met your objectives (set either at the beginning of or during the internship)?
- What have been their biggest/proudest achievements?
- What projects have they completed or contributed to?
- In what ways are they better prepared for the jobs market after completing this internship (this can include 'soft' skills as well as specific projects)?
- How well do you think they have performed (in general and/or on specific projects)?
- What are their strengths and weaknesses?
- What areas of development do you suggest that they concentrate on in future jobs?

Remember to write down the intern's responses to these questions, as this will form the basis of any reference letters that you provide for them (discussed below). To help the flow of the conversation, it might be easier to give the intern the review questions in advance to give them time to think about the topics that you will be discussing. And always make sure that the conversation is constructive and focuses as much as possible on positive elements of the intern and the internship.

Exit interview

In addition to the final review meeting between the intern and their line manager, **we recommend holding an exit interview, which provides you with the opportunity to improve your programme and gain valuable insight into how well it operates.** In essence, this meeting is for the intern to provide feedback that they have about your company and your internship programme. Although the line manager will have conducted the final review meeting, the exit interview should be carried out by an HR professional or another senior member of staff.

WHAT SHOULD A REFERENCE LETTER CONTAIN?

A reference letter is the best way that an intern can demonstrate to a future employer what skills they have developed and what they have achieved. In terms of content, it is easiest to use the content of the review meeting as the basis for a reference letter, seeing as this will include what the intern has learned, achieved, developed and undertaken during the internship. It is also helpful if you can include positive comments, if appropriate, regarding their punctuality, attitude and any exceptional skills or aptitude that they showed. Typically, employer reference letters for interns are no more than one side of A4. Combining the outcomes of the review meeting with standard reference information (for example the dates that they worked for you and their main duties) is normally sufficient.

FINAL THOUGHTS

We hope that you have found this internship guide useful for either starting an internship programme or improving your current offering. Because the CIPD is dedicated to promoting best practice and improving the productivity of workplaces throughout the UK, we are more than happy for this guide to be distributed to any colleagues, businesses or other organisations that you feel might benefit from reading it.

In addition to the advice provided thus far in the guide, we have included three additional sections on the following pages:

- 1 **Checklist for running an internship:** The checklist is designed to help you reflect on the content of this guide. It can either be used as a stand-alone section for your own purposes or combined with the Internship Agreement.
- 2 **Internship Agreement:** This is a purely voluntary agreement that gives you the option of formalising your internship with regard to what will happen during the programme as well as demonstrating your commitment to what we have outlined in this guide.
- 3 **Links to further information:** There are several other organisations and initiatives with information regarding internships.

Best wishes to both you and your interns, and good luck for the future.

If you would like to find out more about the work of the Learning to Work programme at the CIPD, please visit our website at www.cipd.co.uk/learningtowork

CHECKLIST FOR RUNNING AN INTERNSHIP

Recruitment (page 4)

I have decided what application system I will use for our internship (for example standard application form, CV plus covering letter).

I will ensure that the application process is fair, open and accessible.

The job advert includes all the necessary details (for example the length of the internship, the main duties for the intern, the possibility of a permanent job).

I have devised an appropriate set of interview questions and will conduct the interview in the same way as I would for permanent staff.

Payment and duration (page 5)

I have consulted the National Minimum Wage legislation and can confirm that my internship arrangement adheres to this legislation.

The job advert for the internship clearly states what expenses and salary are available throughout the duration of the programme.

The intern has been added to the payroll system (if necessary).

Induction (page 6)

The intern's induction programme includes the necessary elements (for example an introduction to your company, a tour, health and safety information).

I have got copies of any relevant documentation and forms ready for the intern when they arrive.

I have arranged dates and times for the intern to meet all the people they will be working with, plus any relevant senior staff.

Treatment (page 7)

- I fully intend to give the intern as much responsibility and work diversity as possible.
- I will allow the intern time off to attend job interviews.
- I have spoken to colleagues, line managers and other key personnel about any specific projects and work that they feel an intern could contribute to.
- I have devised an engaging and diverse work plan for the intern, including which department(s) they will be working in and what their duties/core work will be.
- I will update the work plan on a regular basis, following discussions with the intern, and will incorporate the intern's goals and objectives whenever possible.

Supervision (page 8)

- I will appoint an experienced mentor for our intern who can guide them through their internship and offer them support, particularly in the first few weeks.
- I have put in place a suitable mechanism for training and supervising the intern as they carry out their daily tasks.
- Regular performance reviews (either weekly or monthly) have been scheduled for the intern and their line manager to discuss both their current and future work.
- I have arranged dates and times for the intern to meet all the people they will be working with, plus any relevant senior staff.

Reference and feedback (page 9)

- I will arrange a final review meeting for the intern once their programme is close to completion (to be conducted by the intern's line manager).
- I have put together a list of relevant questions to use in the final review meeting and have given them to the intern in advance of the meeting.
- Notes of the intern's responses in the final review will be made to help write a reference letter.
- I will also arrange an exit interview to give the intern an opportunity to give feedback on the quality of our internship programme (to be conducted by a member of the HR team or a senior member of staff).
- I will provide a reference letter for the intern, including any positive messages coming out of the final review meeting.

INTERNSHIP AGREEMENT

To be read carefully and signed by the intern and the employer (please make two copies)

THE EMPLOYER'S RESPONSIBILITIES

As the employer, I am aware that interns provide a useful service for our company. I confirm that I will abide by the principles outlined in the CIPD Employer's Guide to Internships (a copy of which will be given to the intern) and it is therefore my responsibility to ensure that the intern will be:

- treated with respect at all times
- supported and trained appropriately for the tasks that they are asked to complete
- given as much access to learning and development opportunities as possible.

THE INTERN'S RESPONSIBILITIES

As an intern, I appreciate the opportunity that has been provided for me through this internship and understand that it offers the chance to gain experience and display professional development. Therefore I confirm that my responsibilities are to:

- behave in a professional manner at all times
- abide by the rules and regulations of this company
- work hard and diligently throughout the internship
- complete the projects and assignments given to me in a timely and accurate manner.

EMPLOYER

PRINT NAME

SIGN

DATE

INTERN

PRINT NAME

SIGN

DATE

LINKS TO FURTHER INFORMATION

KITEMARK SCHEMES FOR INTERNSHIPS AND WORK PLACEMENTS

National Council for Work Experience:

www.work-experience.org

Internocracy:

www.internocracy.org

ADVERTISING YOUR INTERNSHIPS

Graduate Talent Pool:

<http://graduatetalentpool.direct.gov.uk/>

Jobcentre Plus:

www.jobcentreplus.gov.uk/JCP/Employers/

Milkround:

www.milkround.com

Prospects:

www.prospects.ac.uk

GOVERNMENT DEPARTMENTS AND INITIATIVES RELATED TO INTERNSHIPS

Department for Business, Innovation and Skills:

www.bis.gov.uk

Directgov:

www.direct.gov.uk

Gov.UK:

www.gov.uk/find-internship

INFORMATION FOR INTERNS

Interns Anonymous:

<http://internsanonymous.co.uk>

Intern Aware:

www.internaware.org

Prospects (graduate recruitment website):

www.prospects.ac.uk

Milkround:

www.milkround.com

CIPD | Learning to Work

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

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Incorporated by Royal Charter
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Issued: September 2015 Reference: 6215 © CIPD 2015