



YOUTH  
EMPLOYMENT  
SKILLS

# Intern Tips

## For Employers

How to support youth as they take their first steps into the workplace



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# Scope of Work

This *Intern Tips for Employers guideline* has been developed to provide a strategic and practical framework for businesses, municipal institutions, and HR professionals involved in the integration of young people into the labor market. Its purpose is to ensure that the transition from education to employment is managed in a professional, inclusive, and mutually beneficial manner, bridging the communication and expectations gap between traditional corporate environments and the emerging workforce.

The guideline translates the project's core findings on youth employability, work ethic, and digital readiness into actionable insights for employers, focusing on effective recruitment, onboarding, and mentorship strategies. Each recommendation is presented with specific points to address common organizational challenges—such as professional boundaries, long-term motivation, and the "skills mismatch"—enabling employers to transition from traditional hiring models to mentorship-based approaches that cater to the needs of first-time employees.

By documenting these youth friendly management practices, this guideline serves as a bridge for social dialogue and local policy improvement regarding youth employment. It supports employers who may currently restrain from hiring youth due to fear or prejudice by providing the tools to build a supportive organizational culture. Simultaneously, it allows experienced managers the flexibility to adapt these strategies to their specific industry realities while maintaining a consistent standard of excellence in youth employment across all project partners.

# Employer Responsibilities in Internships

## 1 Designing a Structured Internship

***Employers should design internships intentionally rather than informally.***

This includes:

- Defined role and scope
- Planned activities
- Learning goals
- Expected outcomes
- Timeline of tasks

A structured internship ensures educational value and clarity.

## 2 Setting Learning Objectives

***Internships should include clear development targets.***

Employers should define:

- Skills to be gained
- Knowledge areas
- Practical exposure
- Level of responsibility
- Evaluation criteria

Learning objectives differentiate internships from entry-level jobs.

## 3 Providing Training and Context

***Young interns often lack workplace exposure.***

Employers should:

- Explain processes and workflows
- Provide task demonstrations
- Share background information
- Clarify standards and quality expectations
- Teach professional practices

Target is to reduce confusion and improve performance.

## 4 Supervising and Guiding Interns

***Interns require closer guidance than regular employees.***

Employers should:

- Allocate supervision time
- Be available for questions
- Monitor workload balance
- Adjust tasks to capability
- Track development progress

Supervision is a core employer responsibility in internships.

## **5 Gradual Responsibility Allocation** ***Intern tasks should increase progressively.***

Recommended approach:

- Observation
- Assisted tasks
- Independent tasks
- Small project ownership

Progressive increase in responsibilities ensures a smooth internship process.

## **6 Creating a Safe Learning Environment** ***Interns must feel safe to learn and ask.***

Employers should ensure:

- Psychological safety
- Permission to ask questions
- Tolerance for beginner mistakes
- Respectful communication
- Non-judgmental guidance

Fear reduces learning and initiative.

## **7 Ensuring Educational Value** ***Internships should prioritize learning over productivity.***

Employers should:

- Balance routine and developmental tasks
- Explain purpose of work
- Connect tasks to skills
- Provide exposure to real work situations
- Encourage reflection

Educational value is the defining feature of internships.

## **8 Integrating Internships into Organizational Processes** ***Internships should not be ad-hoc.***

Employers should:

- Align internships with departments
- Coordinate with HR or supervisors
- Plan capacity for mentoring
- Prepare teams for intern arrival
- Include internship in workforce planning

System integration improves consistency.

## **9 Fair and Ethical Internship Management** ***Employers must maintain responsible practices.***

This includes:

- Clear expectations
- Appropriate workload
- Respectful treatment
- Transparency
- Legal compliance
- No replacement of paid staff

Ethical management protects both intern and employer.

## **10 Monitoring and Evaluation** ***Internships require progress monitoring.***

Employers should:

- Review learning progress
- Assess task completion
- Adjust responsibilities
- Document outcomes
- Provide final evaluation

Evaluation ensures accountability and quality.

## **11 Closing and Transitioning the Internship** ***The end phase is part of the internship process.***

Employers should:

- Review achievements
- Discuss development
- Provide feedback
- Issue reference/certificate
- Identify future opportunities

Closure supports career transition and employer reputation.

## **12 Organizational Benefits of Structured Internships** Well-managed internships enable:

- Future talent identification
- Recruitment pipeline
- Skill transfer
- Innovation input
- Employer branding
- Workforce sustainability

High-value internships promote the company brand to young people and their families.

# Supporting the Younger Generation

## Understand Generational Expectations

***Younger employees often value purpose, growth, and open communication more than hierarchy.***

Employers should:

- Explain the impact of work
- Share organizational values
- Connect tasks to meaningful outcomes
- Be transparent about decisions

## Provide Frequent Guidance, Not Only Instructions

***Young interns benefit from ongoing direction rather than one-time task assignment.***

Employers should:

- Check understanding after assigning tasks
- Offer clarifications early
- Give examples of expected results
- Encourage questions

## Normalize Learning and Inexperience

***Interns are beginners in professional environments.***

Employers should:

- Expect knowledge gaps
- Allow time to learn
- Avoid assumptions of prior experience
- Provide step-by-step explanations

## Respect Young Perspectives

***Younger generations often bring new viewpoints and digital awareness.***

Employers should:

- Invite ideas from interns
- Listen without dismissal
- Consider fresh approaches
- Value different experiences

## Maintain Regular Check-Ins

***Young employees may lose motivation without expressing it directly.***

Employers should:

- Schedule consistent follow-ups and team discussions
- Ask about workload, challenges, and satisfaction
- Identify early signs of disengagement
- Adjust tasks or support when needed

# Handling Internships Effectively

## Integrate Interns into Real Workflows

*Internships should reflect actual workplace processes.*

- EMPLOYERS SHOULD:
- Involve interns in ongoing projects
  - Expose them to meetings or planning
  - Show cross-team collaboration
  - Demonstrate real decision processes

## Avoid Using Interns as Temporary Staff

*Internships are educational, not labor substitution.*

- EMPLOYERS SHOULD:
- Avoid replacing employees with interns
  - Limit repetitive operational work
  - Prioritize development tasks
  - Maintain training focus

## Clarify Legal and Administrative Conditions

*Internships should have transparent conditions from the beginning to prevent misunderstandings.*

- EMPLOYERS SHOULD CLARIFY:
- Internship duration
  - Working hours
  - Compensation (if applicable)
  - Insurance or liability coverage
  - Confidentiality expectations
  - Rights and responsibilities

## Coordinate with Educational Institutions

*If internships are linked to schools or universities, coordination is essential.*

- EMPLOYERS SHOULD:
- Understand curriculum requirements
  - Align tasks with study field
  - Provide required documentation
  - Communicate with coordinators
  - Support evaluation requirements

## Prepare the Team to Work with Interns

*Teams often are not prepared to host interns.*

- EMPLOYERS SHOULD:
- Inform colleagues about the intern role
  - Explain learning goals
  - Encourage inclusion
  - Clarify supervision boundaries
  - Promote supportive attitudes

# Creating a Youth-Friendly and Inclusive Workplace

## Choose People, Not Just Skills

***A strong team is built on personalities that complement each other, not only on technical knowledge.***

Employers should:

- Look for candidates who fit the team's culture
- Prioritize attitude, collaboration, and communication style
- Value potential and willingness to learn
- Consider how the intern's personality supports team dynamics

## Use Communication Channels That Feel Comfortable

***Gen Z prefers fast, informal, and low-pressure communication.***

Employers should:

- Use chats and messaging apps for daily communication
- Reduce reliance on phone calls and formal emails
- Provide quick, accessible updates
- Create a communication environment that feels safe and approachable

## Combine Experience With Fresh Energy

***Intergenerational collaboration strengthens performance and innovation.***

Employers should:

- Pair young interns with experienced staff
- Encourage mentorship and knowledge exchange
- Blend wisdom with creativity and digital fluency
- Use mixed-age teams to boost productivity and problem-solving

## Show Empathy and Support

***Young employees often face personal, financial, or emotional challenges as they enter the workforce.***

Employers should:

- Listen actively and without judgment
- Offer guidance and reassurance
- Provide flexible solutions when possible
- Support well-being through practical and emotional assistance

## Support Growth Through Exploration

***Gen Z evolves quickly in interests, skills, and career goals.***

Employers should:

- Offer chances to try new roles or tasks
- Assign responsibilities gradually
- Allow interns to explore different departments
- Create pathways for discovering strengths and future positions

## Break Communication Barriers

***Clear, open dialogue prevents misunderstandings and builds trust.***

Employers should:

- Encourage honest conversations
- Reduce hierarchical distance
- Create safe spaces for feedback
- Promote transparency at all levels

## Use Available Funding Opportunities

***European and national programs offer financial support for hosting interns.***

Employers should:

- Explore EU-funded internship schemes (eg Erasmus+ VET Pro)
- Host interns from other countries to enrich diversity
- Use funding to expand training, mentorship and inclusion

## Provide Digital Tools That Match Their Working Style

***Young employees are highly digital and expect efficient, modern workflows.***

Employers should:

- Use collaborative platforms for tasks and communication
- Offer access to updated software and tools
- Reduce unnecessary paperwork
- Provide short tutorials for internal systems

## **Set Boundaries With Respect and Clarity**

***Young employees appreciate structure but dislike rigid or authoritarian approaches.***

Employers should:

- Explain workplace rules and expectations clearly
- Set boundaries without intimidation
- Use respectful, supportive language
- Model the behaviour they expect

## **Promote a Healthy Work-Life Balance**

***Gen Z is highly aware of burnout and values well-being.***

Employers should:

- Respect working hours
- Avoid last-minute demands when possible
- Encourage breaks and healthy routines

## **Encourage Initiative and Creativity**

***Young employees want to contribute ideas, not just follow instructions.***

Employers should:

- Invite them to propose solutions
- Allow experimentation within safe limits
- Encourage creative thinking
- Provide space for innovation

## **Build a Culture of Mutual Respect**

***Gen Z expects workplaces to be inclusive, fair, and socially aware.***

Employers should:

- Address discrimination or bias immediately
- Promote equal treatment across all roles
- Encourage respectful communication
- Model inclusive behaviour at all levels

## Recognize Achievements Early and Often

***Positive reinforcement increases motivation and engagement.***

Employers should:

- Acknowledge progress publicly
- Celebrate small wins
- Highlight strengths during feedback

## Provide Clear Onboarding and Orientation

***A structured start reduces anxiety and increases confidence.***

Employers should:

- Offer a simple onboarding plan
- Introduce key colleagues and roles
- Explain workflows and tools step by step
- Provide a checklist for the first week

## Encourage Responsible Use of Technology

***Gen Z is highly connected, but guidance helps maintain professionalism.***

Employers should:

- Set expectations for phone and social media use
- Explain digital etiquette in the workplace
- Encourage focus during tasks
- Provide guidelines without shaming or strict policing

## Create Opportunities for Team Bonding

***A connected team improves morale, trust, and collaboration.***

Employers should:

- Organize inclusive activities for all employees
- Mix groups across age, gender, and nationality
- Encourage informal interactions
- Build a workplace culture where everyone feels welcome

# References

## 1. Council Recommendation on a Quality Framework for Traineeships (EU)

A set of 21 quality principles to ensure high-quality traineeships, including clear learning objectives and transparent conditions.

[https://commission.europa.eu/news/improving-quality-traineeships-eu-2024-03-20\\_en](https://commission.europa.eu/news/improving-quality-traineeships-eu-2024-03-20_en)

## 2. European Youth Forum – Employers’ Guide to Quality Internships

Guidance for employers on setting up and improving internship programmes that offer real learning experience.

<https://www.youthforum.org/news/an-employers-guide-to-quality-internships>

## 3. European Quality Charter on Internships and Apprenticeships (online reference)

European Quality Charter on Internships and Apprenticeships – European Youth Forum

<https://www.youthforum.org/policy-library/european-quality-charter-on-internships-and-apprenticeships>

## 4. “Internship Best Practice – Employer Information” (University of Oxford Careers Service)

Guidance for employers on providing high-quality internships, including standards for supervision, task design, remuneration, inclusion, onboarding, and professional development for interns.

<https://www.careers.ox.ac.uk/internship-best-practice/>

## 5. Internships That Work: Guide for Employers (CIPD)

Practical recommendations and checklist for employers on starting or improving internship programmes.

<https://www.cipd.org/en/knowledge/guides/internships-guide/>

## 6. Traineeships – EU Employment, Social Affairs and Inclusion

Overview of EU policy and action to improve quality traineeships, including social protection and fair working conditions.

[https://employment-social-affairs.ec.europa.eu/policies-and-activities/eu-employment-policies/youth-employment-support/traineeships\\_en](https://employment-social-affairs.ec.europa.eu/policies-and-activities/eu-employment-policies/youth-employment-support/traineeships_en)

## 7. Introductory Guide for Employers’ Organizations (ILO)

A guide highlighting good practice in internship planning, supervision, and evaluation from an employer organization perspective.

[https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed\\_dialogue/@act\\_emp/documents/publication/wcms\\_582289.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_dialogue/@act_emp/documents/publication/wcms_582289.pdf)