

# A GUIDE TO TALENT ATTRACTION AND DEVELOPMENT FOR INDIANA EMPLOYERS

---

LEVERAGING WORK-AND-LEARN OPPORTUNITIES TO ATTRACT  
QUALIFIED HOOSIER TALENT

# A HOOSIER FOCUS ON WORK-AND-LEARN OPPORTUNITIES

In its 2014 strategic plan, *Align, Engage, Advance: A Strategic Plan to Transform Indiana's Workforce*, the Indiana Career Council recognized the need to elevate the importance and recognition of work-and-learn opportunities throughout the state. Currently, there are many initiatives within Indiana aimed at increasing work-and-learn opportunities, some publicly-funded and others supported through private resources. The aim of the Career Council and its Pathways Task Force has been to provide resources and tools that can elevate the importance of work-and-learn opportunities so students, adults, parents, counselors, and, perhaps most importantly, employers understand their respective roles in making connections through work-based learning.

## WHAT ARE WORK-AND-LEARN OPPORTUNITIES?

Work-and-learn opportunities are broadly defined as experiences that allow students and workers to acquire, refine, and/or strengthen knowledge and skills through hands-on, “real life” experiences in a work place.

## WHAT ARE WORK-AND-LEARN OPPORTUNITIES?

Work-and-learn opportunities are broadly defined as experiences that allow students and workers to acquire, refine, and/or strengthen knowledge and skills through hands-on, “real life” experiences in a work place. This includes experiences such as internships, externships, work experience, cooperative education, and apprenticeships, among others.

## THE BENEFITS OF WORK-AND-LEARN OPPORTUNITIES

### Benefits for Employers

The average cost of recruiting a new college graduate during the 2011-12 recruiting season was \$5,134, according to employers responding to the National Association of Colleges and Employers' 2012 Recruiting Benchmarks Survey.<sup>1</sup> These recruiting costs can vary by company size and sector, but the survey found that they range from \$2,885 - \$7,645. Coupled with training and on-boarding investments, hiring costs can be significant. The good news, though, is that work-and-learn models can help. By establishing a pipeline of talent through work-and-learn models, employers can streamline recruiting costs as well as ensure that training is invested into new workers who have proven their skills and competencies.

Not only do employers who offer work-and-learn models benefit from establishing a supply pipeline of emerging talent for a company's future hiring needs, but these opportunities also:

---

<sup>1</sup> National Association of Colleges and Employers, “2012 Recruiting Benchmark's Survey,” <https://www.naceweb.org/s05012013/cost-per-hire-benchmark.aspx>

- Increase awareness about careers within your company or industry;
- Increase productivity on specific projects and/or ongoing tasks;
- Decrease recruitment costs;
- Infuse new ideas and perspectives into your company’s work and culture; and
- Ensure individuals are equipped with the latest industry-specific skills and knowledge.

Work-and-learn opportunities provide a “sneak peek” into the individual’s knowledge, skills, and work behaviors, signaling which may be strong candidates for full-time employment. In fact, work-and-learn models such as internships have been proven as a successful talent recruitment strategy for participating businesses. The National Association of Colleges and Employers reports<sup>2</sup> that for 2014, 64.8 percent of interns were offered full-time jobs with their companies. That means nearly two in every three interns performed well enough in their short time with a company, their employer decided to ask them to stay on full-time. The same study in 2013<sup>3</sup> found companies that hired their interns full-time retained 88.9 percent of these employees after one year and 72.9 percent after five years.

### **Benefits to Students**

The experiences provided through work-and-learn opportunities expose students to a wide range of worksites in order to help future members of the workforce make informed career decisions as well as form strong connections for future work. According the recent Gallup-Purdue University Index Report, an individual’s odds of being engaged in work are two times greater if he or she had an internship or job during education or training which allowed him or her to apply what was being taught in the classroom.

### **Benefits to Indiana**

In order for Indiana’s economy to grow and thrive, it is imperative that qualified Hoosier talent is connected to meaningful employment within Indiana. Historically, Indiana has suffered from “brain drain” – the outflow of highly skilled and educated individuals from Indiana to other parts of the country or world. Work-and-learn opportunities can help to instill connections among employers and students or adult workers, thus increasing the chances these individuals will stay in Indiana. In a recent study, the Battelle Memorial Institute reports that among in-state college students who completed an internship in Indiana, 73 percent were either employed or continuing their education and remained in Indiana, compared to 64 percent for students who did not complete an internship. Among out-of-state students who completed an internship in Indiana, 42 percent remained in Indiana post-graduation.<sup>4</sup>

---

<sup>2</sup> National Association of Colleges and Employers (2014). “2014 Internship and Co-op Survey.”

<sup>3</sup> National Association of Colleges and Employers (2013). “2013 Internship and Co-op Survey.”

<sup>4</sup> Battelle Memorial Institute (2012). “Indiana’s Competitive Advantage: The Opportunity to Win the Global Competition for College and Educated Talent.” Report for the Central Indiana Corporate Partnership.

---

# FOUR STEPS TO LAUNCHING WORK-AND-LEARN OPPORTUNITIES AT YOUR ORGANIZATION

---

## Four Steps to Developing a Work-and-Learn Opportunity

This guide outlines the four steps for Hoosier employers to take to leverage work-and-learn opportunities as a talent attraction and talent development strategy for their company. From determining the work-and-learn model that best suits your company's needs to connecting with education partners to recruiting students, the Toolkit for Talent Attraction and Development will help to ensure your company benefits from the best and brightest Hoosier talent.

- 1** DETERMINE WHICH WORK-AND-LEARN MODEL IS BEST FOR YOUR ORGANIZATION
- 2** CONNECT WITH EDUCATION PROVIDERS AND OTHER COMMUNITY RESOURCES
- 3** COORDINATE INTERNALLY
- 4** LAUNCH WORK-AND-LEARN OPPORTUNITIES

# 1

## DETERMINE WHICH WORK-AND-LEARN MODEL IS BEST FOR YOUR ORGANIZATION

### Define the Objectives for Work-and-Learn at Your Organization

Work-and-learn opportunities can benefit your company in a variety of ways. As you set out to explore work-and-learn models, define your company's objectives for work-and-learn. Objectives may include:

- Increasing awareness about careers within your company or industry
- Establishing a supply pipeline of emerging talent for your company's future hiring needs
- Increasing productivity on specific projects or ongoing tasks
- Infusing new ideas and perspectives into your work and culture
- Ensuring individuals are equipped with the latest industry-specific skills and knowledge

### Determine Organizational Capacity and Level of Commitment

No matter which work-and-learn opportunity your company determines is the best fit, each model requires dedicated time for engagement with students, training, and supervision. Early in your process of selecting a work-and-learn model, identify the staff in your organization who have the time, talents, and interests in leading work-and-learn opportunities. Depending on your objectives, this may be one person or a team of professionals. It may be a Human Resources professional or your plant manager. What is most important, though, is that adequate time is dedicated to work-and-learn opportunities that are meaningful to your organization and to participants.

There are various models for work-and-learn, some requiring very small commitments of time and resources and others requiring more significant investments. As an organization, determine how much time and how many resources you are willing to invest into meeting the objectives you have identified.

### Explore Work-and-Learn Models

With your organization's objectives and capacity in mind, select the model best suited for your organization. There are a number of different work-based learning models ranging from short-term externships to multi-year approaches.

**Externship** - Externships are short-term in nature and aimed at career exploration. These can include one-day job shadowing experiences or spending up to a few weeks with a company.

**Internship** - Interns work at a company for a limited period of time for career exploration and experience, skill development, and networking.

**Cooperative Education** - Co-ops provide occupational preparation, with classroom-based education and work experience.

**On-the-job Training (OJT)** - OJT is individualized training at a job site aimed at increasing employee skills.

**Clinical Training** - tied to occupational study and worksite training with an examination often required for licensure.

**Pre-Apprenticeship** - part-time participation in apprenticeship programs through school-based and work-based learning focused on career counseling, occupational and academic instruction.

**Apprenticeship** - on-the-job training with accompanying study for a trade/profession resulting in a national industry certification with wage increases along the way.

*More detailed information about each work-and-learn model is included in Appendix A.*

## 2

## CONNECT WITH EDUCATION PROVIDERS AND OTHER COMMUNITY RESOURCES

You are not alone! There are many community partners and education providers that can provide valuable support and resources as you launch work-and-learn opportunities at your organization. Depending on your organization's objectives and the work-and-learn model selected, consider connecting with the partners listed below to understand how they can help.

### Making Connections with K-12 Education

K-12 education providers can be valuable assets to your organization as you develop and launch work-and-learn opportunities. School staff can help to design meaningful models that will ensure your organization and the students have rewarding experiences.

- **School Counselors, Administrators, and Teachers** – When developing work-and-learn models, the counselors, school administrator, or even individual teachers can be valuable resources for information about and access to existing models or programs, support in creating work-and-learn materials, and students who may be interested in participating in work-and-learn opportunities at your organization.
- **Career and Technical Education Centers** – In addition to school counselors, administrators, and faculty, the Career and Technical Education (CTE) Center in your area is another resource to tap into as your company organizes its work-and-learn opportunity. The CTE Centers throughout the state provide high-quality technical and career-oriented education focused on the latest occupational standards and industry-recognized credentials. To contact your local CTE representatives, visit <http://www.iacted.org/index.php/directors>.

### Making Connections with Higher Education

Higher education institutions are eager to help their students apply the knowledge or skills they have gained in the classroom to the real-world work environment.

- **Career Centers** – Each of the higher education institutions throughout Indiana provide career resources and assistance to students through a campus career center. The professional staff at these Career Centers can provide a myriad of services to both your organization and students to ensure meaningful work-and-learn opportunities are developed and strong connections are made. In some cases, these career centers have established models for co-operative education or internships that your organization may be able to tap into easily.
- **Indiana INTERNnet** – IndianaINTERN.net is a FREE internship-matching program linking employers, students, high schools, colleges and universities. It is a dynamic, searchable database, matching and reporting system coupled with personal assistance—including a toll-free hotline to answer questions and provide internship guidance and resource materials. The goal is to help create or expand high-quality experiential opportunities within Indiana.

### Making Connections with Other Community Partners

In addition to education providers, there are many other community partners throughout the State of Indiana working to connect employers and students through work-and-learn opportunities. While the

resources and community partners will be different in every community, the following partners are a good “first stop” for assistance and information when your organizations is exploring work-and-learn opportunities.

- **Regional Works Councils** – The Regional Works Councils throughout Indiana work to ensure all students are provided opportunities for success whether they want to go to college, learn a trade, or start their career right out of high school. Each Regional Works Council is comprised of members from business and industry, education, economic development, and community partners. The network they represent can provide access to a wide range of services and resources – from designing a work-and-learn opportunity to accessing financial assistance to pay work-and-learners to making connections with other organizations within your industry that may have similar work-and-learn needs. To connect with your region’s Works Council, visit <http://www.in.gov/irwc/2335.htm>.
- **WorkOne Centers** – WorkOne Centers offer a variety of services to benefit Hoosier employers including recruitment assistance and financial support for on-the-job training. With full-time, professional staff dedicated to supporting local businesses, the WorkOne Center can be a powerful advocate and resource to your organization as you launch work-and-learn opportunities. To find the WorkOne Center closest to you, visit <http://www.in.gov/dwd/WorkOne/locations.html>.
- **Chambers of Commerce and Industry Groups** – Chambers of commerce and other business organizations or industry groups can also help your organization make connections with resources and partners in your community that will help to ensure work-and-learn opportunities succeed at your organization. By simply reaching out to your local chamber of commerce or business organization, you can tap into a broach community network of support.

# 3

## COORDINATE INTERNALLY

### Develop a Work-and-Learn Description

Just like any position within your company, the job description and expectations for the work-and-learn opportunity should be clearly defined. Even for short-term work-and-learn opportunities such as an externship or job shadowing experience, it is important to articulate the objectives for the work-and-learn participant(s) with whom you engage.

For more involved or longer-term work-and-learn opportunities, the description of work should become more robust and more detailed to provide clear expectations and objectives for the work. For internships, co-ops, or the like, a job description should be developed that provides a general overview of the work, specific knowledge, skills, and abilities needed, duties to be performed, and compensation (if applicable). Some work-and-learn models – such as apprenticeships or on-the-job training – follow specific training outlines and plans that can be utilized to define the work-and-learn opportunity.

More ideas can be found at [www.Indianaskills.com](http://www.Indianaskills.com) to assist in the building of a job description.

### Determine Resources Needed to Support Work-and-Learn Opportunities

Once a work-and-learn description is developed, determine the resources that will be needed to ensure it is successful. Resource questions to consider may include, but are not limited to:

- *Human* – What human resources will be needed for supervision and/or guidance? Will this impact productivity? If so, how?
- *Physical* – What space considerations need to be made for the work-and-learn opportunity? Are additional supplies needed such as a computer, specific software, or materials? Will the work-and-learn participant require access to certain equipment and/or tool?
- *Financial* – Will the work-and-learn opportunity provide pay and/or financial incentives to the participant? (Note: The information in Appendix A notes the work-and-learn models for which pay is recommended. Though pay is not required for models such as internships, it is strongly recommended.) If so, what are there? Are there additional costs to consider based on physical and/or human resource needs associated with the work-and-learn opportunity?

---

### Financial Assistance: EARN Indiana

EARN Indiana (Employment Aide Readiness Network) can help assist in covering the cost of work-based learners pay. EARN Indiana replaced the state's work-study program in 2013 and assists students and employers of students with financial needs to access resume-building experiences. Each internship an employer posts can be considered for reimbursement. After entering the necessary information to post the internship at places like Indiana INTERNnet, employers will have the opportunity to submit the position to the division of Student Financial Aid. If approved, you'll be notified and contacted by SFA with additional information. For more information, visit <http://www.in.gov/sfa/2340.htm>.

---

### **Define the Supervision, Training, and Performance Plan**

Just as with any employee, a work-and-learn participant needs appropriate supervision, training, and performance feedback. For both long- and short-term work-and-learn opportunities, a supervisor needs to be identified to provide direction, training, and feedback to the participant. Training should include but is not limited to:

- Safety procedures and protocols
- Standard operating procedures for the organization
- Information/education specific to his/her duties
- Orientation to the office/work environment
- Dress code, schedule, and general workplace expectations

While every work-and-learn model may not be appropriate for formal, written performance feedback, an important element to providing a meaningful work-and-learn experience is providing performance feedback to the participant. This allows him/her to improve his/her knowledge, skills, and workplace behaviors as he/she embarks on a long-term career path. Your organization should determine the most appropriate method for providing feedback to the work-and-learner that aligns with current performance feedback practices and is relevant to the selected work-and-learn model. This may mean informal feedback of a work-and-learn participant's performance after a short-term externship or a written performance review based on goals and objectives outlined in an intern or co-op's training plan.

# 4

## LAUNCH WORK-AND-LEARN OPPORTUNITIES

### Recruit Work-and-Learn Participants

There are a number of avenues to go down when looking for candidates to fill work-based learning opportunities. A few options are outlined below.

- Career Fairs – Career Fairs are regularly held at institutions of higher education and most career services departments at those schools provide a listing of when those events take place. There will be a wide assortment of students to meet and ensure you pick the best candidates for your specific needs.
- Indiana INTERNnet – Indiana INTERNnet, indianaintern.net, is not just for internships as the organization, around since 2001, is a place to find work-based learners for other models as well.

And that's not all! Many of the partners outlined in Step 2 can help you tap into other Hoosier resources for finding work-based learners that can benefit your organization.

### Determine the Selection Process for Work-and-Learners

Once you've gone over the different options for finding your candidates, determine the most appropriate selection process. Will it be an "open" selection process, or do you plan to keep it in-house, opting to find candidates with ties to current employees? The longer the engagement, the more involved the selection and interview process should be to ensure you find the right fit.

Once the candidate is selected, ensure the job is aligned to the work-and-learn model description. If there are specific requirements for the work-and-learn model, as there are for co-ops and apprenticeships, make sure the participant's experience follows along with these requirements.

And remember, the selection process of a work-based learning position should be in accordance with all HR laws and regulations, just like the hiring of any regular position at the company.

### Work and Learn – Go!

That's it, you're set and ready to launch work-and-learn opportunities at your organization!

Once onboard, it is recommended that you meet with your work-and-learn student periodically to review progress on their project. In addition, many successful organizations ask the student to present their project and/or learnings at the end of their work-and-learn experience. This provides valuable feedback to the organization and allows the student to share the value of the experience. This feedback is very helpful for the organization as it refines these opportunities, recruiting and supervision practices going forward.

---

# LEGAL CONSIDERATIONS FOR WORK-AND-LEARN OPPORTUNITIES

---

## Legal Considerations for Work-and-Learn Opportunities

### PAID VS. NON-PAID

Whether or not a work-and-learner is paid will largely fall under the rules of the program they are participating in at school. Some high school based programs will not allow students to be paid for work that is part of a graduation requirement or coincides with earning credit. Beyond those confines, it will depend upon the type of work-and-learn model (internship, co-op, etc.) Reference the detailed overview of each model included in Appendix A for the models that typically offer paid work-and-learn opportunities. Additionally, it is important to check with program administrators to see if there are requirements for whether or not work-and-learn participants should or should not be paid for their on-site work.

For internships specifically, the U.S. Department of Labor provides the six criteria for companies to consider when determining if it is acceptable to host un-paid interns. These criteria can be found in Fact Sheet #71 and include:

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.
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

Fact Sheet #71 can be found here: <http://www.dol.gov/whd/regs/compliance/whdfs71.pdf>.

### AGE REQUIREMENTS

Even those individuals who are under the age of 18 are able to participate in work-and-learn opportunities. The following overview provides a breakdown of the amount of work that is allowed to be done by age<sup>5</sup>.

#### 14 – 15-Year-Olds May Work:

- 3 hours per school day, 8 hours per non-school day
- 18 hours per school week

---

<sup>5</sup> Indiana Department of Labor/Bureau of Child Labor. Full information:  
[http://www.in.gov/dol/files/Teen\\_Work\\_Hour\\_Restrictions\\_Poster\\_7-7-2009.pdf](http://www.in.gov/dol/files/Teen_Work_Hour_Restrictions_Poster_7-7-2009.pdf)

- 40 hours per non-school week
- During the hours of 7 am and 7pm (7 am to 9 pm June 1 through Labor Day)

**16-Year-Olds May Work:**

- 8 hours per school day,
- Up to 6 days per week, totaling 30 hours per week
- During the hours of 6 am and 10 pm on a school night
- During the hours of 6 am and midnight on a non-school night
- 

**With parental permission, 16-Year-Olds May Work:**

- 9 hours per day
- 40 hours per school week
- 48 hours per non-school week
- Until midnight on nights not followed by a school day

**17-Year-Olds May Work:**

- 8 hours per school day,
- Up to 6 days per week, totaling 30 hours per week
- No work before 6 a.m. on a school day
- Until 10 p.m. on school nights

**With parental permission, 17-Year-Olds May Work:**

- 9 hours per day
- Until 1 am on non-consecutive nights followed by a school day up to twice a week, on nights that, other nights followed by a school day is limited to 11:30 pm
- 40 hours per school week or 48 hours per non-school week

**LIABILITY CONCERNS**

Student learners are no different than any other employee<sup>6</sup>. Employers should call their respective insurance companies with any questions they may have, and individual coverage will vary. Nothing in Indiana law requires a different designation, with respect to liability, for student learners in comparison to regular employees.

Often times there is no rule that would keep someone under the age of 18 from being on the floor of a manufacturing facility or doing other types of jobs<sup>7</sup> and laws do not forbid them from driving vehicles as a part of the job, under certain conditions.<sup>8</sup>

---

<sup>6</sup> Indiana Works Council.

<sup>7</sup> US Department of Labor: [http://www.dol.gov/whd/regs/compliance/whd\\_fs.pdf](http://www.dol.gov/whd/regs/compliance/whd_fs.pdf)

<sup>8</sup> US Department of Labor: [http://www.dol.gov/whd/regs/compliance/Teen\\_Driving.pdf](http://www.dol.gov/whd/regs/compliance/Teen_Driving.pdf)

---

# RESOURCES FOR WORK-AND-LEARN OPPORTUNITIES

---

## Resources for Work-and-Learn Opportunities

### RECRUITING RESOURCES

**Indiana INTERNnet** – [www.indianaintern.net](http://www.indianaintern.net)

Indiana INTERNnet is a free internship-matching program linking employers, students, high schools, colleges and universities. It is a dynamic, searchable database, matching and reporting system coupled with personal assistance—including a toll-free hotline to answer questions and provide internship guidance and resource materials.

#### *College Career Centers*

The career center at each Indiana college or university can provide recruiting avenues and opportunities for internships, co-ops, and other work-and-learn opportunities. Contact the career center at the colleges and/or universities in your region for one-on-one support in developing work-and-learn models.

### IMPLEMENTATION RESOURCES

Further guidance and implementation resources can be found at the following links:

- **Indiana INTERNnet: Employer Guide** – <https://indianaintern.net/pdf/IIN-EmployersGuide1-11-1.pdf>  
This internship guide is intended to help employers create new or enhance existing internship programs. Employers may also contact Indiana INTERNnet to schedule a custom internship program assessment focused on the organization’s specific needs.
- **Indiana Department of Education: Indiana Work-based Learning Manual** - [http://www.doe.in.gov/sites/default/files/standards/cte-work-based-learning/work\\_based\\_learning\\_manual-20140127.pdf](http://www.doe.in.gov/sites/default/files/standards/cte-work-based-learning/work_based_learning_manual-20140127.pdf)  
This manual provides an outline of responsibilities of all those involved in work-based learning opportunities as well as templates for training plans, documentation forms, etc.

### FINANCIAL RESOURCES

**Employment Aid Readiness Network (EARN) Indiana** - <http://www.in.gov/sfa/2340.htm>

Through EARN Indiana, students with financial need have access to resume-building, experiential, paid internships, while employers receive state matching funds in exchange for hiring these students. Up to 50 percent of the student’s hourly rate is paid by the State of Indiana.

**On-the-Job Training** - <http://www.in.gov/dwd/2675.htm>

WorkOne will reimburse employers up to 50 percent of new employee wages for on-the-job training. This is not a tax credit. It is an actual check sent to your company for a portion of the

---

# APPENDICES

---

## APPENDIX A: Work-and-Learn Models

Work-and-learn opportunities are broadly defined as experiences that allow students and workers to acquire, refine, and/or strengthen knowledge and skills through hands-on, “real-life” experiences in a work place.

Model	Description	Objectives	Participants	Compensation	Academic Credit	Grade Levels	Duration
<b>Externship</b>	Short-term career exploration	Career observation	Employers, students (secondary & postsecondary), schools (high schools, colleges, universities), professionals, educators	Rarely	No	Grades 9-16	Typically a day to a week
<b>Internship</b>	Work at a company for a limited period of time	Exploration, skill development, career experience, networking	Employers, students (secondary & postsecondary), schools (high schools, colleges, universities)	Can be paid or unpaid	Yes or No	Grades 9-16	Typically 12-16 weeks to a year; PT or FT work
<b>Cooperative Education (co-op)</b>	Occupational preparation, with classroom-based education and work experience	Career exploration, occupation development	Employers, students (secondary & postsecondary), schools (high schools, colleges, universities)	Usually	Yes	Grades 11-12, 14-16	Multi-semester, 6-40 hours/week, Or alternate FT school and FT work

Model	Description	Objectives	Participants	Compensation	Academic Credit	Grade Levels	Duration
<b>On-the-job training (OJT)</b>	Individualized training at a job site	Training, skill development	Employers, adult participants, WIB	Wages for participant; reimbursement for employers	No	Adults	Varies, longer-term and should lead to full-time employment
<b>Clinical Training</b>	Occupational study and worksite training with examination often required for licensure	Occupational development	Postsecondary students, colleges and universities, employers (mostly medical related occupations)	Rarely	Yes	Grades 13-16	10-30 hours/week
<b>Pre-Apprenticeship (Youth Apprenticeship, School-to-Apprenticeship)</b>	Students begin part-time participation in apprenticeship programs	School-based and work-based learning, career counseling, occupational and academic instruction, mentoring	Secondary students, employers, schools	Usually	Industry recognized credential	Grades 11-14. Extends from high school to post-secondary	Varies: 4-30 hours/week
<b>Apprenticeship</b>	On-the-job training with accompanying study for a trade or profession. Programs are 1-6 years, but most are 4 years	Career training, national industry certification, wage increases, on-the-job learning and related classroom instruction	Employers, associations, unions, participants, postsecondary institutions, apprenticeship training centers	Yes	Potential to earn college credit and even a degree	Eligible starting age 16 but most require age 18	For each year normally 2,000 hours OJT and minimum 144 hours classroom instruction

Model	Description	Objectives	Participants	Compensation	Academic Credit	Grade Levels	Duration
<b>Federal Work Study</b>	Part-time jobs for students with financial need	Career exploration, occupation development, soft skills	Postsecondary students, colleges and universities	Yes	No	Grades 13-16	Varies
<b>School-Based Enterprises</b>	Students work part-time in a school-owned business	Career exploration, occupation development, soft skills	Secondary students, high schools	Rarely	No	Grades 11-12	4-15 hours/week

## APPENDIX B: Student Learners in Indiana



**INDIANA WORKS COUNCILS**

143 W. Market Street, Suite 500

Indianapolis, IN 46204

[www.in.gov/irwc](http://www.in.gov/irwc)

---

# STUDENT LEARNERS IN INDIANA

Employers often have questions about allowable internship activities. Some of the questions that typically surface include: Are students legally allowed to operate certain machinery? Even if they are, what is my liability for taking on a minor?

While both Indiana and federal laws deem certain duties as hazardous (and thus typically out of the reach of minors), it is often still possible to place minors in roles that expose them to their chosen occupation of interest. In fact, **minors determined to be apprentices or student learners are exempt from existing legal barriers and may perform certain hazardous duties.**

### Student Learner Exemption

Requirements for hosting a student learner include the following:

- Enrollment in a course of study and/or training in a cooperative vocational training program in a public school (or in a similar program conducted by a private school).
- Written agreement between the student, employer, and school coordinator or principal.
- Work component of the program conducted under the close supervision of an experienced employee.
- Correlation of safety instructions with the on-the-job training.
- Schedule of organized and progressive work process to be performed on the job by the student learner

### Liability Concerns:

Student learners are no different than any other employee. Employers should call their respective insurance companies with any questions they may have, and individual coverage will vary. Nothing in Indiana law requires a different designation, with respect to liability, for student learners in comparison to regular employees.

### More information:

The reverse side of this document has more information related to federal and state requirements for employing minors, restrictions to work hours, expanded information on what constitutes a “student learner”, and how to obtain work permits. These regulations must still be

followed for all employed minors, including student learners. More information can be found at [www.in.gov/dol/files/Child\\_Labor\\_Checklist.pdf](http://www.in.gov/dol/files/Child_Labor_Checklist.pdf) and [www.in.gov/dol/2741.htm](http://www.in.gov/dol/2741.htm).

The exemption to the hazardous occupations rule can help to jump-start students into real-world roles. Students will get the training they need to master important skills and will be mentored by experienced workers. Creating internship programs in Indiana is critical to developing a statewide pipeline of talent and closing the existing skills gaps across the state.

## Summary of Rules & Regulations

### Federal and State Provisions (TLL)

Requirements:

From: [http://www.in.gov/dol/files/Teen\\_Labor\\_Laws\\_2009.pdf](http://www.in.gov/dol/files/Teen_Labor_Laws_2009.pdf)

- Obtain work permit prior to starting work/ training (P. 5)
- School permission granted to work specific hours during school day (P. 11)
- Days and hours worked, breaks and lunches taken, and parental permissions all need to be recorded and kept on file at the work site location at all times
- Employers must post the following sheet displaying work hour requirements (P. 10)  
[www.in.gov/dol/files/Teen\\_Work\\_Hour\\_Restrictions\\_Post er\\_7-7-2009.pdf](http://www.in.gov/dol/files/Teen_Work_Hour_Restrictions_Post er_7-7-2009.pdf)
- Minors must receive 1 or 2 breaks totaling at least 30 minutes if working 6 or more consecutive hours (13) A sample break log may be found at [www.in.gov/dol/files/Sample\\_Break\\_Log.pdf](http://www.in.gov/dol/files/Sample_Break_Log.pdf)

### Hours of Work Eligibility (TLL 11-12)

- 16 Year Olds May Work:
  - 8 hours per school day, during the hours of 6 am and 10 pm
  - Up to 6 days per week, totaling 30 hours per week
- With *parental permission*, 16 Year Olds May Work:
  - 9 hours per day, until midnight on nights not followed by a school day
  - 40 hours per school week or 48 hours per non-school week
- 17 Year Olds May Work:
  - 8 hours per school day, during the hours of 6 am and 10 pm on school nights
  - Up to 6 days per week, totaling 30 hours per week
- With *parental permission*, 17 Year Olds May Work:
  - 9 hours per day, until 1 am on nights followed by a school day twice a week, on nights that are not consecutive, every other night followed by a school day is limited to 11:30 pm
  - 40 hours per school week or 48 hours per non-school week
- The Parental Permission form may be found at [www.in.gov/dol/files/48409R5.pdf](http://www.in.gov/dol/files/48409R5.pdf)

### Student Learner Exemptions (CLB 24-25)

- student must be enrolled in course of study and training in a cooperative vocational training program under a recognized state or local educational authority
- student must be employed under a written agreement (signed by the employer and school coordinator or principal) that states that the student can operate the hazardous machinery if:
  - the work is incidental to training
  - work is intermittent and for short periods of time (less than 20 percent of the work shift or less than 1 hour a day)
  - the work is done under close supervision of a qualified, experienced person
  - safety instructions are given by the school and by employer during on-the-job training
- Direct and Close Supervision is considered to be one experienced adult for the first apprentice on-site and three experienced adults alongside each additional learner

### How to Obtain a Work Permit

1. To obtain a work permit, a minor must first be hired by an employer.
2. The employer must provide the accredited school with written notice of intention to hire the student, the hours and types of work being performed by the student ("Intent to Employ/A1" form includes all information an employer needs to provide)
3. The minor must then return the notice, in person, to the Issuing Officer at the accredited high school.
4. The minor will also need to provide proof of age with a copy of his/her birth certificate. (If the minor does not attend the accredited high school or is homeschooled, the minor may be required to provide a letter from his/her school proving good academic and attendance standing)
5. Once these documents are examined and found to be in good order, the minor should be issued a work permit.
  - *The work permit must remain on file at the site where the minor is working.*
  - *No cost to obtain*

[www.in.gov/dol/2398.htm#102](http://www.in.gov/dol/2398.htm#102)

*TLL- Teen Labor Laws (pdf from IN.gov)*

*CLB- Child Labor Bulletin 101; WH-1330*

Sources include: Indiana Department of Labor, Indiana Automotive Council, Fair Labor Standards Act (FLSA), Indiana Code 20-33 and 20-37