

Step #1 – Commitment From Club Leadership

Whether the individual developing the internship offered at the club is the general manager or not, it is important that senior management and all department heads understand the objectives of the internship program and the role each may play. It is also wise to inform the club's board of what capacities you anticipate employing interns. (While this document will focus on internships for hospitality students, it is important to note that clubs can benefit equally from having interns in culinary arts, golf course maintenance, tennis operations, golf operations, horticulture, yacht operations, human resources, etc.) Since this program will benefit the club as much as the student, a commitment to its success by all those involved must be the first step.

In determining management's level of commitment, the individual developing the program should address to their satisfaction the following questions:

1. Who will be in charge of the internship program? Will the interns report directly to this person on a daily basis? Do we have anyone on staff with prior club internship experience?
2. What role will the department heads play and how much time will be required from each of them? Are they committed to giving that time? Will they contribute learning objectives for interns to complete when working in their departments?
3. Will this cost us anything above and beyond paying the employee for the hours they work? (Note: Interns should be compensated at a level equal to that of a part time or full time employee working in a similar capacity.) Will we provide housing? Will we plan any special activities for the interns outside of work that might have an expense associated with them (i.e., attendance at a CMAA chapter meeting or regional conference)?
4. What will our communications plan be to the staff and to the members? Will we highlight them in the club bulletin or on the Web site?
5. In what capacity(s) within the club should interns be employed?
6. Do we have the resources/relationships to recruit and attract well-qualified internship candidates?



7. What type of value-added experiences can we create for the interns? (Note: see sample list below. These are activities that go above and beyond the normal work experience and build the confidence and professionalism of the intern.)
 8. Are we willing to make a long-term commitment to the development and maintenance of an internship program? Will our internship program be progressive with students able to return for a second or third season, and if so how will their future year's experiences differ from their first year?
3. develop learning objectives based on the intern's interests and academic requirements;
 4. sign and date these objectives, and follow up on the objectives throughout the internship (See sample objectives in Section 5 below);
 5. provide honest feedback and constructive criticism about the intern's job performance on a formal and informal basis;
 6. make an effort to meet with the student regularly to review his/her progress (perhaps bi-weekly); and

After evaluating the answers to these questions, you will understand if you and your club are willing to commit to a quality internship program. At this point, a specific person should take charge of the program (this individual could be the general manager, but can also be an assistant manager or enthusiastic department head). If you have someone with prior internship experience on your staff, this person might make a good candidate for getting the program up and running. Consider calling the person in charge of the program a "mentor" or "coach" so that he/she fulfills more than just a supervisory role to the intern. The mentor should fulfill the following employer/supervisor responsibilities:

1. provide a challenging position for the intern that will enable him/her to use the skills, aptitude and knowledge gained;
2. orient the student regarding the club's organizational culture, job duties, employee policies and safety procedures;

7. discuss the method of performance evaluation that will be used. Note: The appraisal system should be obtained from the student's school, if available, or developed by both supervisor and student (a sample internship evaluation form can be found at the back of this publication). If the evaluation is required by the academic institution, mail a copy of the final evaluation directly to the student's educational institution in addition to giving the student a copy.

