

Step #2 – Determine the Type of Program That Best Suits Your Club

Most internships fall into one of the three major categories listed below. Consider each type carefully as each type has specific characteristics that may make it more or less compatible with your organization. It is important to understand the differences between each type and find the one that works best for you, your club and the students you are recruiting. (One technique to accomplish this is to develop a set of interview questions to help you assess the preparation of the intern for the types of positions your club may offer. Include questions about the type of internship sought. Ask if the student needs to fulfill work experience hours, internship credits, be paid for internship or must be involved in a rotational internship experience?) Keep in mind, these options can be modified to adapt to your club's specific needs. It is important to decide in advance of recruiting which type of program you will offer.

1. **Positional or Experience-Based Internship.** This is an internship where a student is assigned to a club job or staff position for the duration of their employment. The training for this position is focused, as the employee will serve in the same capacity for a good length of time. Examples of positional internships might include: reception, wait staff, children's camp counselor or bartender. The benefit of this internship is valuable entry-level experience in an assigned area and the opportunity to demonstrate technical proficiency and member service skills. Students well suited to this position might typically be a freshman or sophomore with little or no previous club experience.
2. **Rotational Internship.** This is an internship where a student rotates through the various departments within a club staying in each department for a

short period of time. A rotation might include some or all of the following – housekeeping/laundry, dining rooms, kitchen, fitness/spa, golf shop operations, tennis operations, golf course maintenance, event planning, front desk, etc.

More on Rotational Internships

Rotational internships are an enriching and educational experience for a club intern. The student is exposed to a wide range of areas within the private club environment, some of which he or she may not have seen previously. In a short 10-12 week seasonal internship, the student might spend the entire season rotating among departments or in a modified rotational internship they might spend four to six weeks rotating through the various departments and then settle into an assigned area for the remainder of the experience. This is the best internship for a student in their second or third year of college who has some basic understanding of club management and/or who has extensive experience in another hospitality area and who desires a more varied experience than the entry-level opportunities presented under the positional internship example. The two keys to a successful rotational internship experience are establishing defined objectives for the intern to complete in each area, and honoring the employment agreement to rotate the student throughout the various areas, even when faced with changing operational demands.

3. **Supervisory Leadership Internship.** This is an internship where a student is given actual supervisory responsibilities for a designated area within the club. They might be permitted to schedule employees, evaluate employee performance, conduct inventories, complete projects, provide creativity and give feedback to management on





opportunities for improvements. This position is for the student who has demonstrated a high level of personal responsibility, has prior experience in a club or other hospitality environment, is committed to working hard and has demonstrated the potential for future success in the industry in a management or leadership capacity.

Below are additional internship types offered on occasion within clubs:

1. Team or Project Internship Program.

This is a relatively new approach to team building in the club management field. In this type of program, a club typically places a team of interns (or an individual intern) on a project for the season. This could include working on a human resources project like rewriting job descriptions or planning and executing a large special event such as a professional golf tournament. In these cases, the objectives are clearly defined and the duration of the internship is often shorter than a full season.

- 2. Manager-in-Training Internship.** This type of program is typically offered to a graduating senior. They are commonly six months to a year in length but may be as long as two years. This is the type of internship where the student participates in a thorough and in-depth training program for multiple weeks in various areas of a club operation and after the program could easily and comfortably transition into an assistant manager position at the same or another club. (Note: The Manager in Development program offered through CMAA is an excellent framework for developing this type of program.)

Please Note: Adaptations to all of these internship programs can be made to meet the needs of your club. Remember to keep in mind the varying academic requirements of hospitality institutions. Make sure prior to hiring a candidate that your program will meet their institution's stated objectives. Be open to job customization as each intern brings different skills and experiences to your club.

Examples of Value-added Experiences for Students

- Welcome lunch with the club's general manager including interns from all club departments, which provides interns with a chance to meet each other and develop a peer group of individuals with whom they can interact for the season
- Local/chapter CMAA meetings
- Other related professional association meetings (HFTP, PCMA, NACE, ACF, PGA, USPTA; or GCSAA)
- Club committee meetings
- Local community meetings/community services and outreach programs
- Weekly or regularly scheduled meetings or education with the general manager or other departments heads
- Guided projects (examples include recycling projects, safety manuals and departmental training guides)
- Design educational programs for interns at your club including weekly "chat" sessions with various department managers and supervisors, which give students an opportunity to talk with industry professionals on a more personal level
- Local club tours
- Purveyor tours
- Internal idea fair or culinary competitions
- Coordinated CMAA chapter intern outings

- Exchange programs for interns – possibly have interns working at more than one club throughout the program
- Student's full-time employment search assistance after his/her internship

Designing and Enhancing Your Internship Program

Remember that other clubs with outstanding internship programs in place may have great ideas that can work for you. In tandem with this publication, seek input from managers of other clubs in your immediate area, your chapter or those affiliated with CMAA. You can also often find information on internships at the CMAA World Conference through both the educational offerings and at the annual Idea Fair.

Hiring an Intern

Be sure that your goals and expectations are aligned with those of the intern and the internship requirements of the academic institution. The goal of your internship program should be to provide a supervised work experience where students can adopt the lessons they have learned at their academic institution into a real world club environment. A positive internship experience can greatly impact a student's life and can further his/her desire to embark on a career in club management. You, too, will benefit from a positive internship experience. Many interns become outstanding full-time employees, possibly at your club or other nearby clubs. Great ideas come from these students — they are the future of the club management industry and are a great source for future recruiting.

