

## Step #4 – Defining Expectations

The biggest pitfall in developing an internship program is the failure to clearly define and communicate expectations. The following are expectations that are common of universities, students and club managers. These are not all inclusive, but meant only to be a foundation upon which each club can build.

### University Expectations

- 400-600 hours of supervised work experience in a hospitality environment
- Meetings with club supervisor or manager
- Recommendation or report(s) from club supervisor throughout and at the completion of the internship
- Supervisory/leadership responsibilities (often a requirement for juniors and seniors)
- Written report/project(s) completed by the intern
- Deadlines given to students and the club for submitting required reports/projects

### Common Student Expectations

- Club provided job description and willingness to establish, in tandem, learning objectives
- Variety in their work
- Responsibility/ownership of area or project
- Managers who will provide the experience they promise
- Exposure/time with general manager; insights into club culture

- Fair compensation and assistance with housing
- A calendar of areas where they will be working (if rotating), events they can attend and an idea of how many hours per week they will work
- Insights into local area, climate, safe places to live, sites to see, etc.
- Value-added experience beyond that of traditional line employee
- Opportunity to develop as a professional
- Opportunity to attend local CMAA chapter events
- End of season letter of recommendation

### Club Expectations

- Student's will provide managers with the university's expectations of the club for the internship experience
- Professional appearance/proper attire
- Personal characteristics such as reliability, willingness to work hard, passion, flexibility, enthusiasm, attention to detail and a desire to learn
- Availability - Student to honor agreed upon start and end date (many clubs will actually have students sign an agreement formalizing this point)
- Participation of student at local CMAA chapter events (optional or required) as a participant or as a volunteer assisting in execution of meeting or event
- Required journal (photo journal), weekly memo, reading list, end of season project



- Knowledge up front of any time commitments (family trip, weddings, etc.) the intern may have during their internship
- Completion of end of season exit interview/program evaluation

### Sample Internship Curricula

The following provides objectives for interns to complete within various areas of a club. These can be combined in the case of a rotational internship or selectively used in the other internship types. Remember to adapt each area's objectives to meet the needs of your club and the knowledge of your student intern. Additional sample internship curricula can be obtained by contacting the Career Services Department at CMAA National Headquarters.

### Common Club Department Internship Objectives

#### Poolside Café/Snack Bar/Halfway House:

- Daily management of cafe operations
- Ordering/purchasing
- Opening and closing procedures
- Monthly inventory
- Staff scheduling and payroll processes

#### Banquet Service:

- Staff scheduling and assignments
- Communication/coordination with the kitchen(pre, during and post event)
- Event set-up and break down procedures
- Host/manager interaction during an event

#### à la Carte Service:

- Learning the various club dining areas(names, menu concepts, hours of operation)
- Creating a member dining reservation
- Learning POS system for dining areas
- Scheduling staff
- Understanding job responsibilities of dining room managers, supervisors and staff

- Handling member special requests
- Daily specials, menu changes

#### Purchasing:

- Purchasing, receiving and storage standards for food and supplies

#### Main Kitchen:

##### Restaurants:

- Preparing the à la Carte line for lunch and dinner
- Creating a daily lunch or dinner special
- Management, supervisory and line staff job titles and related areas of responsibility
- Opening and closing duties
- Daily cleaning list
- Communicating with the dining room staff
- Define the terms ordering, fire, 86 and pick up

##### Banquets:

- Understanding the banquet event order including procedure for communicating event changes
- Define the term guarantee
- Create a daily prep list for an event
- Plate up a lunch and dinner event
- Diagram a buffet layout for a club function

#### Engineering/Maintenance:

- Staff titles and job responsibilities
- Identify at least two certifications held by members of the engineering staff
- Process for prioritizing long range capital improvements
- Review the preventative maintenance program
- Understand cost components of various utilities
- Understand coordination/communication practices between engineering and other club departments



**Agronomy:**

- Number of golf holes; length of course from various tees; signature hole/course feature
- Understand mowing height and grooming standards for tees, fairways, roughs and greens
- Methods in place for conserving water and/or other resources
- Weekly staff scheduling and daily assignments
- Identify the titles and roles of golf course managers, supervisors and line staff
- Role of green committee in course set up and operations
- Name two types of grass on the course and a characteristic of each

**Event Planning/Catering:**

- Steps to booking an event
- Concept of “sponsored” event, club requirements of member hosts
- Club function pricing/member event pricing/sponsored event pricing philosophies
- Cancellation policies for private events and club social functions

**Wine:**

- Tour of the cellar
- Beverage Inventory procedures
- Importance of the by the glass program
- Wine by the glass program and philosophy
- Role of glassware in wine service
- Staff wine training seminars

**Golf Shop:**

- Tour of golf facility
- Standard set up of driving range tee, short game area and putting green
- Caddie programs – pros and cons
- Role of starter, bag room attendant and assistant professionals
- Head golf professional as employee, independent contractor or hybrid – pros and cons
- Tee time systems and policies

- Role of golf committee with tournaments and day to day operation
- Selection, purchasing, pricing and display standards for merchandise
- Philosophy for balancing shop responsibilities and teaching opportunities for professional staff
- Tournament preparation and execution
- Understanding the steps to PGA certification
- Role USGA plays in the game of golf

**Accounting:**

- Staff job titles and responsibilities
- Payroll system and processing procedures
- Role of controller/CFO with club committees
- Review systems of internal control

**Human Resources:**

- Discuss with human resources director the value of employee background checks, drug testing and personality testing
- Review employee handbook
- Review methods for recruiting employees (Understand the circumstances when one method is selected over another and why)
- Document philosophy and frequency of evaluating employee performance

**Tennis:**

- Number and type(s) of tennis courts; hours of operation
- Types and formats of various club tournaments
- Number of professionals on staff and daily responsibilities
- Techniques for court maintenance
- Importance of junior tennis and program offerings

