



The Golden State Chapter Internship Program Outline

January 2012

**(as adapted from work done in this area by
Pam Brewer, Human Resource Manager,
St. Francis Yacht Club, Damon DiOrio, CCM,
CCE, General Manager of Charlotte Country
Club, Randy Bauwens, Assistant General
Manager, Bohemian Club and J. Brent
Tartamella, CCM, General Manager at
Westmoor Club)**

Dear TGSC Manager:

We invite you to consider developing an internship program or expanding the existing internship program in your club.

Research shows an estimated 1,100 CMAA Student Chapter Members and 45 CMAA University Hospitality Programs across the nation, as reported by Damon DiOrio, CCM, CCE, General Manager of the Charlotte Country Club. He goes on to say that student enrollment in CMAA is the fastest growing membership category by percentage, but our industry is losing a significant number of hospitality graduates after 1 year or less of employment at Clubs. This makes student internships critical to the club industry's survival.

In this vein, and with the work that has already been done around the country, we have given you some guidelines and templates of programs that are operating successfully for you to consider implementing at your respective clubs.

Embarking on a Student Internship Program is serious business. This will take an investment of your time, or your managers, and of the students. It is important that you feel it is worth your time and it is important that the students think it was worthy of their time, that they were mentored and had an opportunity to have a great learning experience.

If you choose to develop an internship program, we would love to know what you are doing, so we can continue to enhance what we have developed here. If you already have a strong program in place we could certainly incorporate what you are doing as well.

There is an opportunity for you to list your internship offering on the website at no cost to you. There will also be an opportunity

for students to list their resumes. Hopefully this will become a great network and efficient way to match students with clubs.

This is also an opportunity for you to mentor a student that will become a life-long friend. A special relationship is developed as you bring them to TGSC regional meetings, involve them in your departmental meetings, and perhaps take them to a Board of Directors meeting.

In the San Francisco area, Pam Brewer, Human Resource Manager at St. Francis Yacht Club, in tandem with some other clubs, is developing a multi-club approach to internships as well. If you are interested in participating in this, please call Pam directly at 415-820-3728.

Happy interning!

Craig Wilberg, CCM
Student Development Committee Chair

Steps to Creating an Internship Program:

- 1) Make the decision - say "yes" to it
- 2) Discuss with your Executive Team for total buy in
- 3) Decide on type of program and responsibility level
- 4) Develop the program
- 5) Advertise for students to apply for your position(s)
- 6) Interview for position
- 7) Hire/Orientate new intern
- 8) Train and mentor intern through the program
- 9) Ongoing evaluation with intern
- 10) Evaluation of program with Executive Team

Goals and Expected Outcomes:

- To support clubs in creating an internship program that will:
 - Be meaningful to the students involved and offer students a fantastic learning opportunity
 - Allow you to be an awesome mentor and give back to our industry
 - Support keeping the brightest and most talented students in club management and hopefully, in California
 - Offer clubs invested talent to support their busy season

Creating a Successful Student Internship Program at your Club

- Have a strong desire to be a mentor for a student and an ambassador for our industry
- Have a strong desire to make this program a success; one that is accepted by your Membership and embraced by your Department Heads and team members
- Develop a program that is best for you and your Club - preparation is critical
- Develop Relationships with Students and Schools
- Implement Program Evaluation and Improvement/Enhancement Procedures

Different Types of Student Internships

- Structured – Defined as a primary position for the season.
 - May benefit small clubs or a student who is looking to concentrate on one specific area of our business.
- Rotational – Primary focus is food and beverage but it allows for rotation into several departments.
 - Allows a student to experience all areas of a club's operation.

And then you will get to decide:

- Supervisory – An expectation of the Club and the student is that they will be involved in leading/managing staff in a dining room or snack bar.
- Non-supervisory – An expectation of the Club and student is that they will be involved with waiting tables with other non-management team members.

Type of internship and level of responsibility should be clearly defined to the student prior to interviewing.

An example of a Rotational Program:

Rotation Intern Goals – Work Areas

- Poolside Café: (4-6 weeks)
- Banquets: (randomly assigned events)
- Ala Carte: (5 days)
- Executive Chef: Purchasing, Receiving, Inventory (1 day)
- Sous Chef (2 days)
- Banquet Chef (1 day)
- Dishroom (1 day)
- Event Planner (2 days)
- Wine (1 day)
- Maintenance (1 day)
- Agronomy (Grounds) (2 days)
- Golf Shop (2 days)
- Accounting (1 day)
- Human Resources (1 day)
- Marketing (1 day)
- Tennis (1 day)

Poolside Café: (4-6 weeks)

- Daily management of Café operations
- Ordering / Purchasing
- Opening and closing procedures
- Weekly specials
- Pricing of menu items
- Weekly Food and Beverage meetings
- Monthly inventory
- Payroll and labor cost control processes
- Swim Meet planning

Banquets: (randomly assigned events)

- How is staff assigned and scheduled?
- What questions do you coordinate with kitchen?
- How do you keep track of all staff during a big event?
- How do you work with members?
- How do you coordinate timing with the kitchen?

Ala Carte: (5 days)

- Where do reservations come from?
- What are the dining areas?
- What are the hours in which food is served?
- How is the schedule made?
- Describe the job roles of the Supervisors and the A la Carte staff.
- How is flow controlled in the dining room and patio?
- What are special member requests?

- How often do menus change?

Kitchen: (1 week)

Executive Chef: Purchasing, Receiving and Inventory (1 day)

- What is Chef Tec and its importance?
- How is waste factored in for ordering purposes?
- How far in advance do you order for functions and why?
- What are "out for bid" procedures for non-food purchases?
- How are current inventory prices (invoices) updated?
- Why are some items counted by each and some are counted by case?
- How are credits handled? How are "add-ons" to orders handled?
- What are some food storage concerns/health concerns in purchasing?
- Where are incoming orders located and communicated to staff?
- How are menu-ordering sheets developed?
- How do you know which items are for which area when receiving?

Sous Chef: (2 days)

- How do you know how much of each item on the menu to get ready?
- How do you add on to the next day's orders?
- What factors (Season, weather, etc.) are involved with determining the daily special?
- What supervisory responsibilities are involved with your job?
- What is the daily cleaning list and where is it located?
- How often do you check the line "mise en place"?
- What are the station worksheets and how are they created?
- Why do you have a nightly meeting with the dining room staff?
- What do the terms *ordering*, *fire* and *pick up* mean?

- How do you determine which items get partially cooked ahead?
- How does your job change when the Executive Chef is not there?

Banquet Chef: (1 day)

- How do you track the BEO from the banquet kitchen standpoint?
- How do you handle last minute special requests?
- How do you know how much of each item to prepare for a banquet?
- How do you know whether the number and guarantees change?
- What difference does a cold pre set appetizer make vs. a hot one?
- How do you create a daily prep list?
- What is the function cart storage system?
- How do you know quantity of product the purchaser bought for each party?
- Why is a system of counted prepped items so important? How is it done?
- What is a dummy plate? Why is it important? What is the overall plate presentation?
- What food safety concerns are there in the Banquet department?

Dishroom: (1 day)

- The flow of how dishes are received in the dishwashing area
- The flow of clean outgoing dishes
- The opportunity to work the closing shift on the dish station including all of the clean up
- Learning of the chemicals and best practices in the dish machine operations

Event Planner: (2 days, Thursday and Friday)

- What is the background?
- How do you book an event?
- What is a sponsored event?
- What is the difference between a club event, a sporting event and a member event?
- How do billing and guarantees work?
- What is the Club Bulletin? Where does the information come from?
- Who does the flowers and AV rentals?
- How does the reservation system for Club events work?

Wine: (1 day)

- Tour of cellar
- Importance of the by the glass system
- Inventory (Bin changes)
- Why is glassware so important to the member experience
- How do you know what wine to purchase?
- How much is the service staff trained on tasting?

Maintenance: (1 day)

- Who is the staff, and what do they do?
- What is the background of the Operations Manager?
- What are ongoing projects?
- How do you prioritize on-going projects?
- How do you handle scheduling?
- What does hiring and recruiting consist of?
- What are some of the costs to run the Club? (Water, Sewer, Gas etc.)

- What Committee oversees the work being done?

Grounds: (2 days)

- Who is the staff and what do they do?
- What is the background of the Superintendent?
- What are on-going projects?
- What goes into the prioritization of on-going projects?
- How is Scheduling done? (seasonally)
- What Committing relations does this staff have?
- How does the recruiting and hiring process go?
- What is the average cost per hole of maintenance at the Club and other places?
- What type of grass do we have? Does it change seasonally?
- Why do we have our own water treatment?

Golf Shop: (2 days)

Day 1 - Starters Hut and Caddie Master

- Tour of golf facility.
- How are caddies trained?
- How does the caddie master match personalities of caddies and members?
- How are personalities matched when pairing members to play?
- How is the Driving Range set up and broken down?
- Is it different for tournament days and special events?
- How are tee times taken and recorded?

Day 2 - Bag Room and Golf Shop

- Who does the deciding, buying and receiving of merchandise?
- How is pricing and "cost of goods" decided?
- How does the point of sale computer tie into member billing?
- Who does scheduling for each area and how is it decided?
- How is teaching and shop time scheduled?
- What is the organizational structure of the staff?
- Who recruits staff and where do they come from? What role does the PGA play?
- Who does the departments budgeting and how is it all decided?
- How do teaching and clinics work?
- Tournaments - How are all details decided between timing, food and prizes?
- What are pairings, rule sheets and score sheets?
- How is everything coordinated through the Clubhouse staff?
- Administration
- How do we do tee times and how does that coordinate with the starters hut?
- How do one-day member-guest tournaments work?
- Who handles committee relations and how are decisions made?
- If it is possible to schedule some time with Head Golf Pro these are a few questions to pose.... If not you should still attempt to get answers to these questions from one of the Pros.
- What is the difference for the Professional for owning vs. running the merchandise shop?
- What is the PGA's role in creating professionals"?
- What is a "Master Golf Professional"?

- What is the difference between the PGA and USGA?
- How to you handle team building and motivation?

Accounting: (1 day)

- What is AP and AR?
- What are dues and how do they affect the club?
- Why is there more than one membership category?

Human Resources: (1 day)

- Why are employee background checks important?
- Why is the Employee Handbook important?
- How do you market in a private club?
- What is Workman's Compensation?
- How are employee reviews completed?

Marketing: (1 day)

- Review of our Bulletin and all Club publications. The purpose of each item.
- How is the Web-site used as a Marketing tool for events and what are the capabilities?

Tennis: (1 day)

- What is Squash?
- How important is an indoor facility?
- How many children's events are planned each year?
- What is the most important tennis event of the year?
- What is detaching?

Intern Goals – Work Areas

- Allow student interns to attend department Head meetings, Manager Meetings, etc.
- Meet with the interns at least once a week to listen to their impressions, answer questions, and provide education.
- Include Clubhouse managers, dining room managers, and other club personnel to fully engage with the student.
- Give them a project to work on in the summer that will improve your Club while challenging the students with a fun and exciting goal.

University Student Internship Application

Name: _____ School: _____

Anticipated Year of Graduation: _____

Are you involved in your school's student CMAA chapter? Yes No

If so do you hold a leadership position? _____

What semester(s) are you interested in the Internship? Summer Fall Other (please list)

Will you be willing to participate in tours, projects, and educational sessions on your own time? Yes No

If not chosen for an internship would you be interested in summer employment? Yes No

Please list other Private Clubs you have worked and the positions that you have held.

1. _____

2. _____

3. _____

Please list the exact dates you would be available to work.

If offered the internship position, what will be your:

Start Date: _____ Last Day of Work: _____

Please include a resume and at least three professional

Please explain what you would like to gain from an Internship at _____ Club.

Please explain what _____ Club will gain by having you as an intern.

Please explain the most difficult situation you have faced in the Hospitality Industry and how you handled it.

Thank you very much for your interest in our Internship Program. You can mail or fax this application to:

Mr. / Ms. _____

_____ Club

Club Address: _____

Phone: _____

Fax: _____

Checklist for Orienting Student Intern

Today's Date: _____

Name of Manager conducting the orientation: _____

Student Intern's Name: _____

CLUB TOUR AND INTRODUCTIONS

HR PAPERWORK

- General employee orientation
- Take a picture of the student intern and do a brief write-up on the student for the club newsletter

REVIEW INTERN MATERIALS

- 3 ring binder for materials
- Club History Book
- Club By-Law/Rules and Regulations Book
- Copy of the book *Raving Fans* by Ken Blanchard for the intern to read
- Copy of the Employee Handbook
- Copy of all menus from all dining outlets/banquet/mens' grille/snack bars
- Copy of first week's schedule
- Copy of Intern Exit Interview Questions that the intern should answer throughout their internship
- Copy of calendar of Club staff meetings that they will attend/CMAA activities and other scheduled events

CLUB POLICIES

- Review the expectations of the Club for the intern and what the intern would like to learn during their internship experience
- Review attire/uniforms
- Review Club policies/Club culture/ground rules

Important Internship Meeting Dates and Professional Development Seminars

Questions To Present To The Intern

Summer Intern's name _____

We look forward to challenging you with finding the answers to these questions during your tenure as an intern at our Club. Before you complete your internship, we will discuss your answers to these questions.

1. What food and beverage trends are you noticing at our Club during your internship?
2. What did you learn about the service culture at our Club?
3. What did you learn about the manner in which our Supervisors and employees interact?
4. What did you notice about the interactions of our staff who work in different departments? For example the Service staff interactions with the Kitchen staff?
5. What important lessons did you learn during your tenure at the pool snack bar that will help you to become a successful Manager?
6. What do you feel are the benefits and positive attributes that make a Club more of an attractive career option vs. a hotel, restaurant, or resort?
7. How do you think that our dining or banquet service can be improved?
8. What were some of the service standards in our dining facilities that we have in place that you found to be helpful?
9. How many hours a week do our Managers work, and what do you think about their working schedules?
10. What college class that you have taken do you think was most beneficial and best prepared you for what you witnessed at our Club this summer?
11. What department generates the most in revenue (sales)? What specific function or activity within that department produces most of the revenue?

12. During your experience at our Club, what are some of the things that you were most impressed with?
13. What specific things did you notice that our Club does to make our Member's experience special?
14. If you were a Manager at our Club, what do you think would be your greatest challenge during your first three months of employment?
15. What are all of the Athletic facilities that our Club offers? Did you notice any trends with our athletic programming?
16. What youth activities, family programs, or summer camps did you notice that our Club offers?
17. How do you think the Club views the golf pro shop and/or tennis pro shop...as a profit center, or as a member convenience? Why?
18. How many holes of golf are at our club? Typically, how many months per year is the golf course open for play? Approximately how many rounds of golf are played annually?
19. How many tennis courts are at our club? What types of surfaces are on the tennis courts?
20. How important do you think it is for a manager to understand and/or play golf? Understand and/ or play tennis?
21. Please provide us with an overview of your experience at the Club. What did you like the most and least? Do you think that this is a career path that you want to take? What questions do you have that we can answer?

Intern Housing/Pay

- Housing Myth – You need to provide housing to attract an intern to your Club.
- Fact – Most universities in our country will gladly sublet student housing to one of your interns at a very affordable rate.
- Pay Myth – The student will expect to work as a supervisor and will expect this type of wage.
- Fact – The student's primary objective is to learn! \$9.00 – \$14.00 is a typical rate depending on location, availability of housing, etc.

Westmoor Club Model; Brent Tartamella, CCM

- Submit your goals and objectives by the end of your second week
- Tell me what you want to get out of the season

Then I have them organize the season –

- One coordinates the club tours
- One coordinates the professional development series – breakfast with a different dept head each week to learn about the trials/background etc.
- Each intern is responsible for bringing a key project to the table based on their goals and objectives – something that will have a lasting impact on the organization
- Additionally I host a weekly meeting for them to discuss their progress, problems, plans, project
- They have to read the book From Good to Great
- All interns are responsible for attending different dept head meeting throughout the summer

This way, in this 12 week, high volume environment we get to be a little more organic based on our talent pool.



St. Francis Yacht Club

INTERNSHIP PROGRAM PARTNERING IN STUDENT PROFESSIONAL DEVELOPMENT

Purpose/mission statement: To engage St. Francis Yacht Club key team players and program participants in a collaborative exchange of ideas and meaningful opportunities of mutual professional enhancement and accomplishment.

Goals: Participants will provide useful assistance for the Club while gaining on-the-job training that will assist them with their future career.

Related program titles: Internship Program, Career Enhancement Program, Manager in Development Program, Hospitality Management Internship, Opportunities in Management Program.

Determine what we have to offer – our unique Club culture. What makes our program different?

- We understand school must be student's priority, and offer flexible schedules
- We commit to a high level of mutual respect. Participants in our program will experience an exchange of ideas, knowledge and education.
- Program is customized to include departments of focus per participant's choice

Elicit managers' support. Only managers who agree to provide guidance and a "give and take" educational training environment for participants may be involved.

Program levels:

Event intern: approximately, ten days prior to event, event interns receive a notice of the type event, shift needed, job duties and attire by email, and respond regarding availability. Sporadic participation, specific to event department.

Club intern: will work in multiple departments, including cruise weekends. Typical schedule more than one day per week.

Department intern: area of focus defined by department. Works one+ day per week.

Cruise weekend intern: out-of-area students may participate in cruise weekends only, as we can provide accommodations to them at Club's satellite location, Tinsley Island.

[Multi-Club Program: TBD]

With commitment to customization per program, there may be a program, which reflects any mix of the above.

Orientation: A warm and informative introduction to the Club will be provided through an orientation to familiarize participants with St. Francis Yacht Club through Club and department mission statements and Club standards as well as professional decorum. Not only are participants new to the Club, but in some instances, it may be their first workplace experience.

Develop job description with clear learning objectives. With each project, give precise direction. Create written goals together eliciting input. Check work, and give input before moving forward even for small projects: inspect what is expected.

Create specific work plan identifying departments where they will work, and introduce supervisors for work areas. Areas of focus are customized to intern's request as much as possible. Interns complete work typically sooner than expected as they are not interrupted frequently.

File this! Assign stimulating projects as well as day-to-day tasks, with an open dialogue and training on background (.i.e. intern files I-9's: manager explains why I-9's are required, penalty of not providing organized documentation, and manager obligation and personal liability in doing so), and never with an "oh, let the intern do it" attitude. Possibly plan lunch activities with various staff members for the first week. Planned meetings with executive team members. Attend a management meeting, attend department specific meetings. Observe major events, weddings, "shadow" management in charge.

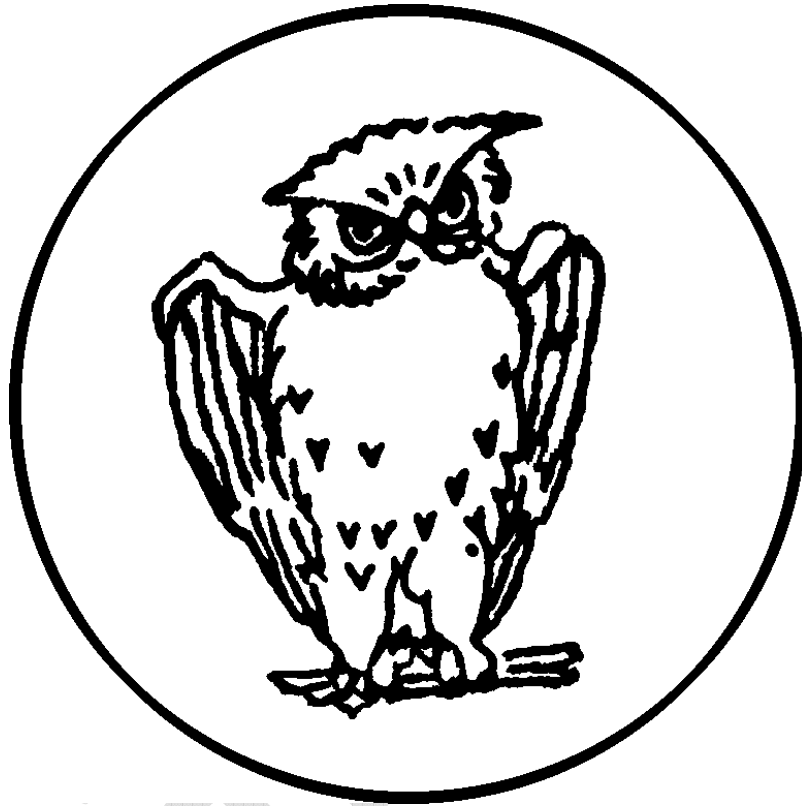
Post intern names & short bios on bulletin boards, website, article in Club membership magazine, *Mainsheet*.

Special events: Educational visit to wineries, St. Francis Yacht Club hosted day with manager panel, business etiquette session, teambuilding, last event included interactive sushi creations with Sushi Chef and Executive Chef on hand.

Supportive relations: participate in related job fairs, member of advisory committee, attend student events (i.e. SFSU Taste of the Bay, offer auction items, support 5K Run USF).

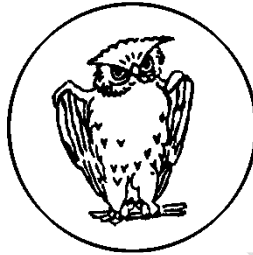
The Bohemian Club

San Francisco, California



Internship Program
Summer 2012

**624 Taylor Street
San Francisco, California 94102
(415) 885-2440**



**Management Internships 2012
May 14 through August 8 (approximately)
Bohemian Club & Bohemian Grove**

San Francisco & Sonoma County, CA

The Bohemian Club is seeking management interns for the 2012 summer season. These paid internships take place at both our San Francisco Clubhouse and at the Bohemian Grove in northern California's Russian River area in Western Sonoma County. Ideally, candidates will be available from May 14th, through the second week of August 2012, but there is flexibility on both ends of this time period.

Interns assist the Club Management in the preparation and implementation of two Grove events—the Spring Jinks and Summer Encampment. These events involve over 2500 members and guests and 500 seasonal staff. The Grove is located approximately 75 miles north of San Francisco in Sonoma wine country and encompasses 2700 acres of redwood forest. Members and their guests venture to the Grove each summer (as they have for more than 100 years) to enjoy or participate in performances, lectures, nature walks, concerts, fine dining, etc. The main focus for the staff during the Grove events is to provide superior quality food and beverage service. On peak days, over 2500 meals are served along with 400 bottles of wine from our extensive cellar. The Spring Jinks, our first summer event, takes place May 31st through June 3rd and the Encampment, runs from July 12nd through July 29th.

Between events at the Grove, interns will be exposed to operations in various departments at the City Club, but will spend most of their time assisting with the food and beverage operations.

We are looking for “utility players” who are willing to jump in wherever needed. The internship requires teamwork and a continuous positive attitude. The work is hard and the hours are long—very long. **This is not an easy summer job.** In exchange for your hard work, you will receive excellent (resume enhancing) industry experience, a good salary, and an opportunity to meet lots of interesting people. For students interested in learning more about wine, this is an ideal opportunity to visit some of the best wineries in California. On your days off (one or two per week, except during Encampment) we’ll be happy to help arrange visits to wineries in Napa and Sonoma county. Some 30+ Bohemian Club members own or are involved in California wineries. In addition, the Club enjoys great relationships with many other wineries.

Housing and
Compensation

most meals are provided at both the City Club and Grove.
is \$600.00 per week worked.

For more information or to apply please contact:

Randy Bauwens

Assistant General Manager

415-821-8022

rbauwens@bc-owl.org

Bohemian Club

624 Taylor Street

San Francisco, CA 94102

The Bohemian Club is an Equal Opportunity Employer. Both female and male employees are encouraged to apply.



The Bohemian Club

The Bohemian Club was founded in 1872, and was instituted originally as an association of gentlemen connected to or having an appreciation for the arts. Since its founding, the Club has grown in international stature and is recognized as the premier men's club. The Bohemian membership today is comprised of over 2500 individuals from all over the world. The Club owns two separate and distinct properties, the City Club and the Bohemian Grove, that members utilize for social and leisure events.

The City Club, located in the heart of San Francisco, is a six-story building featuring a dining room, library, art gallery, theater, and social rooms. During the fall, winter, and spring months, the City Club's principle activity is the weekly Thursday night show. These ambitious theatrical and musical performances are written, produced, and performed by the talented Club members. In addition to these weekly shows the Club hosts over 200 different scheduled productions centered on music, culture, art, and history in the course of a year.

The Bohemian Grove is a 2700 acre redwood preserve in western Sonoma County. The Grove is open year-round, but springs to life during the summer months for the annual Spring Jinks and Summer Encampment. The Grove has outdoor theater facilities, an 1100 seat outdoor restaurant with kitchen, a firehouse, hospital, commissary, civic center, barber shop, general store, and has 119 separate and distinct "camps"- each with its own character and facilities- composed of members with kindred avocations.

The yearly programs at the Grove now encompass more than 100 entertainment events, produced and performed by the members, and are held in the Grove's outdoor theaters and other common gathering places.

The Club's general activities and policies are governed by an 11 member Board of Directors, and supported by numerous committees. The City Club has approximately 90 full-time employees and the Grove has approximately 25 full-time employees. Part-time employment grows to over 500 during the Spring Jinks and Encampment. The General Manager is supported by professionals in Human Resources, Finance, and oversees five Food and Beverage Managers who professionally run the Club. Both men and women comprise the management and service staff. The Bohemian Club is a committed Equal Opportunity Employer.