

The Teen Work / Study Internship Program

The Opportunity:

“We shall not cease from exploration, and the end of all our exploring will be to arrive where we started and know that place for the first time.....”

Productive work is “man’s salvation.” Productive work is both fun, needed and meaningful. Seen the “right way,” all work is productive, a prism through which to see and understand the “universal human and organizational conditions.” To help people “see it the right way,” early work experiences require mentoring by an adult who orients, guides and reflects on that experience with the young adult. The mentor can and should translate an “employee” doing the mundane into a “reflective practitioner” addressing “the profound in the ordinary.” Done correctly, a positive attitude toward work is created and the individual so exposed is thereafter inclined to find deeper meaning in all work experiences than they otherwise might in an “unguided” employment situation.

Such “mentored” work experiences are rare, even at the college level, since few supervisors are either inclined or qualified to develop such a program and few owners are truly supportive of such “peripheral” efforts.

The Club is both the exception and the opportunity. The management team has a long tradition of summer internship programs, of teaching at the college level and of conducting industry seminars throughout the country. They are motivated by the opportunity to conduct a “guided introduction” to the work experience, using the mundane as an opportunity to see “the profound” in every work environment.

Once member children reach their teens, they want to be productive and to find work which is both “meaningful” and reasonably compensated. Handled correctly, The Club could provide a mentored environment, a “behind the scenes” work opportunity and compensation for the “needed work” which the intern would perform.

The following will outline such a program.

The Issues:

- a. **The Parents’ Role:** Parents must agree to their child’s participation in the program. That approval must be in writing and must accept the terms and conditions of the internship. Parents will not be allowed to oversee work assignments or to interfere in any way with the management’s handling of the employee. The same “hands off” philosophy will be required of them as is required of all other parents of full and part time employees.
- b. **Legal Issues:** All local, state and federal laws applicable to employees will be enforced and strictly followed during the internship.
- c. **The Available Jobs:** All jobs offered will be “introductory” type jobs that need to be filled. No jobs will be created. No hours will be scheduled that are not needed by the organization.
- d. **Out of sight, out of mind:** All jobs will be “back of the house.” This way the young adults will not be diverted by their friends.
- e. **Pay:** The compensation will be that received by regular staff doing the same type of work. Equal pay for equal work.

- f. **Selection:** Children will be selected on a “first come, first served” basis. To qualify for selection, the teens and their parents will need to accept the conditions laid down for employment.
- g. **Age:** The child must be at least fourteen years of age to work.
- h. **Hours Per Week:** A minimum of eight hours, a maximum of sixteen.
- i. **Scheduling:** Months of the year, days of the week and times of the day are variable and can be adjusted according to needs of the club and availability of the individual. Needs are year round though the highest demand, and therefore the most employment opportunities, will always be during the summer months.
- j. **Length of the Work Experience:** All interns will be required to commit to eight continuous weeks of work experience. The schedules within those weeks might change but the eight weeks must be consecutive.
- k. **Discrete Jobs:** Teens will be separated and will not be scheduled to work together though they may well be scheduled to work in the club at the same time as other interns.
- l. **Number of Work / Study Participants per Session:** The number of interns per session will vary depending on the number of discrete jobs then available.
- m. **Dress:** Interns will be required to wear the dress appropriate for the job assignment given.
- n. **Varying Assignments:** An intern may receive more than one scheduled assignment on a given day and within a given week.
- o. **Employment Orientation:** All interns will be oriented by the manager as are all other employees of the club. They will oriented during the regularly scheduled orientations and will be attending with other newly hired employees.
- p. **Daily Upbriefs:** Every day, a management person---supervisor, General Manager, an Assistant---will provide a “Daily Upbrief” to outline the day, discuss developments, answer questions and guide discussion.
- q. **Assigned Employee Mentor:** Each intern will receive an employee mentor within the departments assigned. This person will be responsible for giving the employee insights into the tactics of job performance.
- r. **Management Mentor:** The General Manager and one of the Assistant Managers will be mentoring each intern on a daily basis. These people will be providing insight into the strategic issues of people and organizations.
- s. **The Daily Debrief:** The Management Mentor will debrief the employee at the end of each day’s work experience. This will be a fifteen minute opportunity to discuss the intern’s performance, their “fit” within the organization, the nature of team, the business focus of the club and other issues felt to be pertinent and provocative by the Management Mentor. The work experience will be used as a prism through which to discuss larger personal, organizational and human resource themes.
- t. **Dismissal:** As with all other employees, an intern may be dismissed for reasons of attitude, incompatibility with the employee team, negligence, non-performance or any other reason judged appropriate by the management team.

- u. **The “End of Program” Debrief Paper:** Each intern will be required to submit a paper discussing the internship and the themes addressed during the mentored experience. The paper will be done in “business memo” format with core themes outlined in advance by the mentor.
- v. **The Written Evaluation:** Every intern will be given a written evaluation by their supervisor and the Management Mentors. A copy of this will be given to the parents for later review with both the teen and the General Manager.
- w. **The Exit Interview:** The Supervisor, Manager and Assistant will conduct a formal exit interview with each of the interns.

In Conclusion:

The teen internship represents a real opportunity for member children to have a guided work experience that provides insight into personal, human resource and organizational issues; to earn money; to feel genuinely productive; and to contribute needed work to the club’s ongoing operation.