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TABLE OF CONTENTS

Contents	Page
Foreword _____	i
Letter of Welcome _____	ii
Definitions _____	iii
1. What is an Internship? _____	1
2. The Tourism Internship Exchange System (TIES) Programme _____	2
2.1. The Overall Goal, Purpose & Objectives of TIES _____	2
3. The Benefits of an Internship? _____	3
4. Fee for TIES Service _____	3
5. Roles and Responsibilities _____	4
5.1. The Role descriptions of the main players in the TIES Programme _____	5
5.1.1 Caribbean Tourism Human Resource Council - TIES Governing Body _____	5
5.1.2. TIES Secretariat/Regional Coordinator _____	5
5.1.3. National Coordinating Institutions & National Coordinators _____	5
5.1.4 The Host Organization Manager _____	6
5.1.5 The Mentor _____	7
5.1.6 The Intern _____	7
5.1.7. The Academic Advisor _____	8
6. Internship Selection Criteria _____	9
7. Types of Internships _____	10
8. Important Considerations _____	10
9. Contractual Agreements _____	11
10. Duration and Timing _____	11
11. Preparation for the Internship _____	12
12. The Internship Agreement _____	13
13. Multiple Internships _____	13

14.	Extension of Internships _____	14
15.	The Learning Plan _____	14
	A. Preparing the Learning Plan _____	14
	B. Process of Developing the Learning Plan _____	14
	C. What the Learning Plan Entails _____	15
16.	Working as an Intern _____	15
17.	The Orientation _____	18
18.	Keeping Records _____	19
19.	Performance Evaluation _____	19
20.	Benefiting from your Internship _____	20
21.	Useful Intern Skills _____	20
22.	Helpful Hints _____	21
23.	Annexes and Exhibits _____	22
	Annexes:	
1.	Effective Goal Setting _____	23
2.	Time Management Techniques _____	25
	Exhibits:	
1.	Sample Internship Agreement _____	27
2.	The Learning Plan _____	29
3.	Performance Appraisal Form _____	31
4.	Intern Weekly Log _____	35

FOREWARD

This guide has been prepared for Interns participating in the Caribbean Tourism Internship Exchange System (TIES). A companion Guide has been prepared for Mentors. TIES has been set up to organize and rationalize the sourcing and awarding of Internship opportunities in the Caribbean region.

The internship process is considered one of the most cost effective ways of fast tracking and upgrading the professional development of a large number of workers and students in the Tourism and Hospitality Industry.

Each Internship is designed to meet the training needs and career goals of the individual tourism worker, educator or student, and as a result Internships will vary in duration and content. The challenge of TIES is to match the opportunities with the Interns' and host organizations' needs across the participating countries and to provide a high quality learning experience on a sustained basis.

LETTER OF WELCOME

Welcome To Our TIES Community

Dear Intern:

You have made a decision which will have an impact on your personal and professional life within the tourism sector. You have recognized that participating in this programme will afford you the opportunity of attaining your goals and improving your skills, whilst becoming an Ambassador of your country and culture all within the spirit of hospitality.

Involvement in the TIES programme will assist you in improving your overall ability to work closely with other cultures, to celebrate and embrace the differences in the work and social environment, as well as contributing to the further development of your skills, understanding and learning experience.

Your mentors will help you focus on your strengths, acknowledge and improve on your weaknesses and work towards enriching your life and the life of others. You will acquire memories, new knowledge and friends all contributing to a wonderful opportunity towards a brighter tourism future for us all.

We wish you every success as you take advantage of this wonderful and exciting learning opportunity.

Yours sincerely,



Guillermo Graglia
Director Depto. Administración Hotelera
Pontificia Universidad Católica Madre y Maestra (PUCMM)

DEFINITIONS

Host Organization

Host organizations are Tourism/Hospitality establishments in the Caribbean and elsewhere, that receive Interns and provide them with the desired learning experience.

Intern

Interns are students or past students, tourism employees, entrepreneurs, and tourism educators and trainers who undertake a practical learning Internship or attachment to enhance their overall professional development, knowledge and skills.



Types of Interns

The TIES programme recognizes three main types of Interns:

Industry Worker

These are candidates employed by an entity in the Tourism or Hospitality sector at any level.

Student

These are candidates enrolled in, or soon to be enrolled in a Tourism/Hospitality related programme at a recognized educational institution.

Tourism Educator

These are candidates engaged as Tourism or Hospitality Educators, or Trainers in any Tourism/Hospitality enterprise or educational institution.

Mentor or Supervisor

A Mentor or Supervisor is the person assigned by the Host Organization to guide, support and assist the Intern with achieving the Internship goals.

1. WHAT IS AN INTERNSHIP?

Essentially, an Internship is the placement of a trainee in a new work situation on a temporary basis, for the purpose of developing the trainee's overall understanding and professional competence.

It is an intensive, short term placement from which the Intern gains valuable work experience, information and new ideas on how to enhance his/her work performance by means of being exposed to another, usually more challenging working environment. The intention is that these new ideas will be adapted to the Intern's work situation. The Internship stimulates the interest and enthusiasm of an individual and prepares him/her to take up greater responsibilities.

Each Internship is uniquely tailored to the needs of a particular intern and fully takes into account the professional or training needs of the candidate, as well as his or her particular learning circumstances.



Tips:

An Internship is successful when:

-  the Intern learns new skills and abilities, changes attitudes, lives new experiences and increases confidence and self-awareness
-  the Host organization fertilizes itself with the new ideas, fresh points of view and improves the work environment by motivating its employees as a result of the Internship
-  elements of college or work programmes are integrated with various industry practices and policies

2. THE TOURISM INTERNSHIP EXCHANGE SYSTEM (TIES) PROGRAMME

The Caribbean Tourism Internship Exchange System (TIES) is a network of tourism and hospitality related institutions and companies working together to provide experiential learning opportunities for students, tourism/hospitality workers and educators. The network, launched in 1999, is governed by the Caribbean Tourism Human Resource Council (CTHRC) which is itself an institution chartered by mandate of the Association of Caribbean States (ACS), endorsed by the CARICOM Heads of Government, and which operates under the auspices of the Caribbean Tourism Organization (CTO). TIES has a regional coordinating body which reports directly to the CTHRC. The Pontificia Universidad Católica Madre Y Maestra (PUCMM), located in the Dominican Republic, serves as the regional coordinating body of TIES and has managed the network from its inception.

2.1 The Overall Goal, Purpose and Objectives of TIES

The overall goal of the Tourism Internship Exchange System (TIES) is the development of the Caribbean Tourism/Hospitality Industry, as a means of sustaining the economic development of the region, increasing productivity and providing employment for the region's population. TIES seeks to enhance the overall competitiveness of the Caribbean region by providing experiential learning opportunities to workers and educators in the tourism industry, as well as students pursuing tourism and hospitality studies. TIES is concerned with the facilitation of Internships on a sustainable and coordinated basis for the region.

Specific objectives include:

1. Determining the need for Internships in different areas of operation in the tourism sector
2. Matching the needs for professional development with the opportunities for Internships locally, regionally and internationally
3. Training a cadre of professionals to fulfill the role of mentor
4. Developing systems of accreditation to achieve recognition from industry and academic institutions which then assign specific value to the Internship
5. Promoting an understanding of the benefits of Internships and sponsorship
6. Contributing to the objectives of the host and beneficiary organizations

3. THE BENEFITS OF AN INTERNSHIP

The Internship:

- Provides new skills and knowledge which allow the Intern to perform better on the job
- Prepares the Intern for further professional development
- Increases the Intern's chances of getting a better job either with his/her present employer or in another organization
- Widens the Intern's range of industry contacts
- Generally broadens the Intern's vision and the opportunities available to him/her
- Offers valuable certification/credentials recognized by industry and academic institutions
- Provides hands-on/practical experience in particular areas of expertise

4. FEES FOR TIES SERVICE

TIES seeks to achieve a sustainable Internship structure in the region, which facilitates the securing of Internship opportunities and provides a level of financial support to the Intern.

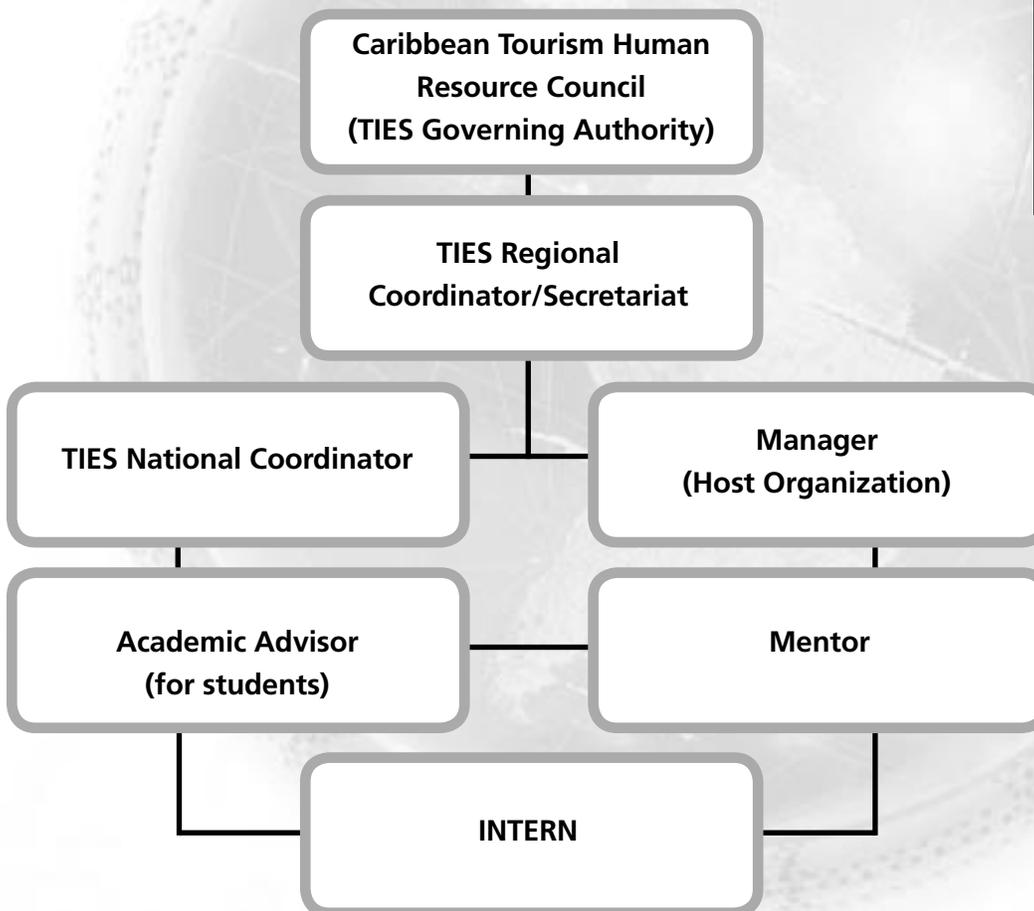
To continue a level of financial assistance to Interns on a sustained basis, Interns and/or their organizations and companies are required to pay a service fee to TIES which goes back into a revolving fund for use by future Interns. This service fee differs for students, employees and educators.



5. ROLES AND RESPONSIBILITIES

There are several parties to a successful Internship, and the Intern must be familiar with the roles of all involved.

The following are the main players in the Internship Programme and how they relate to each other:



The success of the programme depends primarily on the successful interaction among these players. Thus, unity of vision around what the goals of the programme are, and how they should be realized, are essential.

5.1. The role descriptions of the main players in the TIES programme:

5.1.1 Caribbean Tourism Human Resource Council - TIES Governing Authority

The role of CTHRC is to:

- Establish policy guidelines governing TIES
- Source funding for the programme
- Review and approve the TIES annual work programme and budget
- Determine the eligibility criteria and guidelines for internships
- Determine the priority areas for internships based on needs assessments
- Determine the staffing needs of the Secretariat
- Assist in selecting institutions to serve as national coordinating institutions
- Evaluate the performance of TIES

5.1.2 TIES Secretariat/Regional Coordinator

The TIES Secretariat/Regional Coordinator for the programme is responsible for the overall administration and coordination of the programme. Additional main responsibilities include:

- Establishing and maintaining operational systems/procedures for advancing the objectives of TIES
- Clarifying institutional and programme policy issues as necessary
- Preparing and receiving reports
- Public relations
- Organizing training for mentors

5.1.3 National Coordinating Institutions & National Coordinators

The work of the TIES Secretariat is supported by National Coordinating Institutions in each participating country. These are national institutions that assist in coordinating and monitoring the activities of the interns in the country, and generally help in monitoring the interns on the job. A national coordinator is appointed in each country.

5.1.3 National Coordinating Institutions & National Coordinators (cont'd)

The National Coordinator is the country-based representative of the TIES secretariat. National Coordinators in both the country of residence of the Intern and in the host country are involved in the organizing and delivery of an Internship.

Working within the general framework provided by TIES, the National Coordinator is expected to:

- Help identify local tourism organizations/companies willing to provide Internships
- Provide a general orientation for the Intern on arrival
- Identify suitable housing/host families to accommodate Interns, where necessary
- Liaise with the Manager, Mentor and the Intern to ensure that the agreed responsibilities are being fulfilled
- Collaborate with Mentors to design individual Internships
- Ensure all agreed timelines are maintained
- Monitor the achievement of goals
- Prepare interim reports for the Regional Coordinator's office
- Prepare a comprehensive completion report with recommendations for future action
- Communicate with each Intern on requirements for travel, payment arrangements, and other specific concerns the Intern may have
- Work with the Regional Coordinator to prepare a schedule of disbursements and the procedures for recording, reporting and verifying expenses
- Visit the Intern on site to evaluate and discuss progress and maintain telephone contact with the Intern

(Current list of National Coordinators is available on the TIES website at www.pucmm.edu.do/rties)

5.1.4 The Host Organization Manager

The Host Organization Manager will be required to:

- Designate a qualified and responsive Mentor
- Facilitate the work of the Coordinators, the Mentor and the Intern
- Set up and brief an orientation team
- Create an environment of support and enthusiasm for the programme
- Demonstrate personal interest in the work of the Intern as far as possible
- Anticipate and deal effectively with possible sensitivities/conflicts/ misunderstandings which might jeopardize the successful outcome of the Internship
- Provide appropriately for the Intern's security and comfort

- Follow protocol for Intern and staff interaction
- Ensure timely submission of required reports

5.1.5 The Mentor

Several names can be selected for the person who is most responsible for ensuring the success of the Internship other than the Intern himself/herself: supervisor, trainer, coach, counselor, facilitator or mentor. The term 'mentor' has been chosen because it best reflects the personal attention and the sharing of self that the job requires, and in essence includes the other labels.

Throughout the Internship the Intern will be assisted and guided by the assigned mentor. The mentor is there to help the Intern in several ways. These include:

- Giving a proper orientation to the company/organization and staff the Intern will be working with
- Drawing up with the Intern the learning plan and work programme for the duration of the Internship
- Introducing the Intern to people from whom he/she can learn
- Assisting the Intern with problems as they arise
- Discussing the Intern's progress and reports
- Agreeing on the weekly work schedules
- Supervising/coaching the Intern on a daily basis
- Keeping under continuous review the progress of the Intern, measured against the learning objectives
- Serving as the link or facilitator between the Intern and other department heads and members of staff
- Taking any appropriate measure which will contribute to the success of the Internship
- Evaluating the process and results

5.1.6 The Intern

The Intern plays the key role in the Internship programme. As in any adult learning environment, the main responsibility for learning falls on the learner. His/her effort, interest and application will largely determine how well the Internship works and how much he/she will benefit from it.

Prerequisites which the Intern must satisfy:

- Compile Resume
- Define Internship goals

5.1.6 The Intern (cont'd)

- Compile and continually review Learning Agenda
- Become familiar with the Internship Assessment Criteria
- Attend all briefing sessions on the Internship
- Indicate any special requirements (e.g. health, diet, travel)
- Meet any required financial obligations



In addition, while on Internship, the Intern should give full continuous attention to the agreed responsibilities on this job and function professionally in discharging such responsibilities. He/she should also:

- Recognize the wider goals of the programme, and, therefore, his/her responsibility to future Interns
- Cooperate fully with the other participants in the programme
- Maintain a daily log of activities/observations
- Measure work progress against personal and programme goals
- Clarify processes/procedures with the mentor on a continuous basis to ensure the smooth running of the programme
- Keep in contact with TIES through the national coordinator
- Report any difficulties in time for corrective action to be taken
- Not terminate the placement without prior consultation with the national coordinator
- Exercise time management skills in order to cope with the working environment and to complete agreed schedules and assigned tasks
- Be positive, show enthusiasm and willingness to learn and work
- Display an optimistic and professional attitude at all times

During the period of Internship, the Intern is advised to see himself/herself as an employee within the organization/establishment. It is also recommended that the Intern cultivates and maintains a professional approach towards his/her workplace assignment and regards the Mentor and Manager as his/her employers. That means the Intern must take the work seriously at all times, follow instructions given and serve customers and other employees with the greatest attention and respect.

5.1.7 The Academic Advisor

Student Interns may have an Academic Advisor from their College or University with whom he/she can share ideas before and during the Internship experience and who helps shape the learning plan. The student Intern's programme is an integral part of the academic curriculum for which credits are awarded. The Academic Advisor may liaise with the Mentor or Manager, monitor the student's progress and may visit him/her on the job.

6. INTERNSHIP SELECTION CRITERIA

Who qualifies to be an Intern? In the TIES programme the scope of opportunity is as wide as possible to allow many workers, students and educators to pursue their career or professional development goals. Internship criteria have been set up and must be met by all applicants desirous of taking advantage of the TIES programme.

To qualify for a TIES Internship, which provides a level of financial support, applicants must be:

- a. Caribbean nationals;
- b. One of the following:
 - Employed within the hospitality/tourism sector
 - Tourism/hospitality students at an accredited institution in the region
 - Hospitality/tourism trainers or educators
- c. 18 years or older (there is no upper age limit for Internships offered under a TIES programme)

To be successful, applicants must provide:

- All information requested on the TIES application form.
- A well articulated rationale for the Internship, with clearly defined goals and learning outcomes
- A letter from his/her organization or school supporting the application and reinforcing the learning outcomes outlined by the applicant
- A job description (where applicable)
- Copies of any academic/training certificates held by the applicant
- A police certificate of character and health certificate
- A job-related reference or reference from an educational institution

Application Forms are available from the TIES Regional Coordinating Officer in the Dominican Republic, the National Coordinators, the CTHRC Secretariat at the CTO Headquarters in Barbados and online at www.pucmm.edu.do/rties or at www.onecaribbean.org.

TIES also facilitates Internship opportunities for persons from outside the Caribbean region, at a fee for this service. However, priority will be given to Caribbean nationals.

A letter confirming the Internship will be sent to the successful applicant detailing the terms and conditions of the placement.

7. TYPES OF INTERNSHIPS

Internships may fall into many different categories and the Intern should know the details or specifications of the Internship he/she is accepting. Job attachments and exchanges may also be referred to as Internships, and essentially they are, as they both have the objective of providing experiential learning to an employee or student, in a new environment, on a short term basis.

The types of Internships to be offered are:

Internship Programme: Three months work experience in a hotel or tourism company following a learning plan.

Work & Study Programme: Three months work and study experience combining hands-on training and formal education.

Work & Language Training Programme: Three months work and study experience combining hands-on training and formal education in languages.

Job Attachment Programme: One month's intensive work experience with a high quality tourism entity.

8. IMPORTANT CONSIDERATIONS

Before deciding on an Internship offer, the prospective Intern should consider the following:

- Time period available
- Family circumstances
- His/her learning objectives
- Preferred location and organization for the Internship
- The desired level of supervision or mentoring



9. CONTRACTUAL AGREEMENTS

There are administrative and logistical arrangements to be made in every internship.

Each internship represents a contractual agreement, based on trust, between the Intern and the Host Organization. Both parties are expected to meet their obligations under this contract. A standard form contract has been prepared by TIES for acceptance by the parties before the Internship begins.

TIES will not be held legally responsible for breaches of contract by either the Host or the Intern, although the Regional Coordinator's office will do all in its power, working through the National Coordinators, to anticipate and forestall any or all actions which may be prejudicial to the successful completion of the Internship.

Provisions are stipulated in the general code of practice for Internships, and will cover:

1. Provision of accommodation (where applicable)
2. Remuneration (where applicable)
3. Hours of work
4. Supervision
5. Use of facilities
6. Accidents
7. Adherence to the rules of the property
8. Termination



10. DURATION AND TIMING

It is mainly the responsibility of the Intern and his/her Supervisor to decide the duration and timing of the Internship based on the Intern's circumstances and learning needs. Internships can last from one week to three months. A student would have to relate the timing to the academic calendar, but a worker might have greater flexibility. Similarly the host organization must know if its special calendar of events can potentially disrupt or overshadow the Internship objectives.

This is particularly relevant because of the seasonality of the industry. There are some who feel that it is better for the Intern to come on board at a time when the business is not pressured by heavy customer traffic, that is in the off season, allowing for management personnel to give more attention to the Intern's needs. Others feel that the best time for the Intern to be there is when there is a lot of activity and he or she can be put into a challenging working environment, where there is more to observe and learn. There is validity in both positions, and the circumstances of each host organization will have to be carefully weighed to decide on the best option.

11. PREPARATION FOR THE INTERNSHIP

There are important preparatory steps in taking up an Internship. Interns must have:

- **Family support:** Make sure their spouse and children or parents understand why they must be absent and even if they can make their own decision, get the support before they accept the offer.
- **Information:** Get as much information as they can on the organization and country they are going to visit before leaving. It will make the Intern feel more comfortable and he/she can be more prepared for the challenges that may arise. Also have information on his/her employer and country to be able to converse intelligently and offer meaningful comparisons.
- **Cash:** Have their own money to take care of personal needs during the Internship as there will be expenses which the Internship award does not cover.
- **Personal necessities:** To ensure their comfort while overseas find out what personal items they need to travel with that will not be provided (alarm clock, radio, special medication, etc).
- **Documentation:** Make sure all travel documents, including health certificates, visas etc., are in order well in advance of the travel date. This is solely the Intern's responsibility.
- **Insurance:** Get insurance coverage for illness or accidents while overseas. TIES will not be liable for any medical or extraordinary expenses incurred during the Internship period.



12. THE INTERNSHIP AGREEMENT

An Internship agreement between the Intern and the Host is important. **A sample agreement is given at Exhibit 1.**

The Agreement covers the following areas:

- The description and goals of the Internship
- Duration: commencement and completion dates
- Accommodation arrangements (where applicable)
- Remuneration offered (where applicable)
- Hours of work
- Contact details
- Intern obligations
- Reporting
- Termination
- Adherence to the rules of the property
- Termination or Dismissal

TIES will not be held legally responsible for breaches of contract by either the host or the Intern. The Regional Coordinator's office will do all in its power, working through the National Coordinators, to anticipate and forestall any or all actions, which may be prejudicial to the successful completion of the Internship.

13. MULTIPLE INTERNSHIPS

There will be no restrictions on the number of Internships that may be awarded to an Intern. However, no individual Intern can benefit from a second award from TIES within a two-year period.

An Intern may participate in more than one Internship concurrently over the three-month period, if agreed by the host organization(s).

14. EXTENSION OF INTERNSHIPS

If mutually agreed upon by the Host agency, the Intern and, if applicable, his/her employer or institution, the duration of the Internship may be extended beyond the contractual period. The Intern must submit a written request for extension to the TIES Secretariat on the prescribed TIES form.

An extension is formalized by a new agreement entered into between the Intern and the host, which must be attached to the TIES Extension Request form.

The Host agency and/or the Intern or his/her organization will assume responsibility for any costs and obligations associated with the extension.

15. THE LEARNING PLAN

A. Preparing the Learning Plan

Fundamentally, the Intern is undertaking this “hands-on” learning experience to enhance his/her own skills and attitudes and to learn the secrets of the trade. The best way to ensure that he/she gets maximum benefit from the Internship is to prepare a Learning Plan, detailing the outcomes and expectations of all concerned. (See Exhibit 2)

B. Process of Developing the Learning Plan

At the beginning of the Internship, goals and expectations must be thoroughly discussed and agreed upon between the Intern, host organization’s Manager and/or Mentor.

The basic documents for review, which will be supplied by the Intern, include:

- Professional Resumé
- Current job description
- Targeted job opportunities
- Information supplied by the Intern’s school, company/organization
- Internship Agreement

The parties should agree on the Intern’s priority areas that need to be developed and the ways in which these can be addressed.

Intern performance objectives should be clearly stated and activities that meet each objective should also be detailed.

C. What the Learning Plan Entails

The Learning Plan entails:

1. The learning objectives the Intern hopes to achieve - i.e. What is the Intern going to learn during the period of Internship?
2. The specifications that have to be engaged in to meet the learning objectives
3. The resource requirements needed to achieve the learning objectives
4. How the Intern and the host organization will demonstrate that the desired skills and competencies have been acquired.



16. WORKING AS AN INTERN

The work the Intern performs will be guided by the learning plan agreed at the outset between the Intern and the host organization. In the course of the Internship, the Intern may be assigned to more than one department.

There are several different kinds of duties or tasks which may be assigned to the Intern on the job. These tasks fall into four main groups:

• Manual tasks

These include tasks as basic as setting tables, repacking goods in the storeroom, and any other detail that contributes to providing excellent service to the guests.

No task should be considered too menial, especially in a learning experience.

• Technical tasks

For the average Intern most of the tasks assigned will fall into this group. The Intern is there mainly to learn or improve technical skills related to the different departments of the organization.

Technical tasks require specialized knowledge or skill. For example, setting a table was referred to as a manual task, and it is; but if an Intern wants to develop proficiency in dining room service, setting a table properly is a technical task he/she must master.

Each department requires mastery of a wide range of specialized technical skills, many of which crossover from one department to the next.

Following are examples of technical tasks in a hotel setting:

1. Front Office Management	Answering the telephone, check-in procedures, conflict resolution, posting payments
2. Personnel	Interviewing, knowledge of the law, preparing ads or agendas
3. Marketing and Sales	Preparing a questionnaire, collating data, making sales calls, preparing for trade shows
4. Accounting and Finance	Preparing a balance sheet, preparing a time sheet, night auditing
5. Housekeeping	Guestroom cleaning, managing laundry, controlling expenses, providing room status reports to Front Desk
6. Engineering	Pool maintenance, plumbing, electrical inspection
7. Food & Beverage Management	Food safety, preparing trays, room service, ware-washing, banquets & functions preparation
8. Purchasing and Stores	Conducting inventory, completing purchase orders
9. Environment	Lawn care, tree planting, landscape design
10. Guest Services	Organizing sporting events, client safety, tours

• Fact-finding or Research tasks

Hospitality management is a social science. To be properly done, decisions must be based on factual information and data scientifically collected, tabulated and analyzed.

An important set of skills particularly for managers and supervisors to acquire and develop are research skills. These include:

- Defining the objectives of the research project
- Selecting the research methods
- Calculating costs
- Designing questionnaires
- Administering the questionnaire
- Tabulating or summarizing the results
- Preparing report on findings
- Organizing focus groups activities
- Interview techniques

Not all research is highly formalized. Without recognizing it as such, the average Intern will be conducting research continuously: observing patterns of behavior, noting errors, analyzing guest responses and so on. All this is research that reinforces the Intern's learning.

• **Supervisory tasks**

The Intern does not have to be in human resources management to be assigned supervisory tasks as part of an Internship.

In almost every job you are called upon to perform a supervisory task at one time or the other.

Supervision tasks include:

- Planning the work to be done
- Monitoring and controlling performance
- Appraising performance
- Recording and Managing time
- Effective communication of instructions
- Giving feedback on performance
- Coaching
- Counseling
- Problem solving

The Supervisor thus needs to learn a wide range of skills and techniques, including the basic human relations skills, to do a good job.

17. THE ORIENTATION

The **National Coordinator** provides an orientation for the Intern.

This Orientation includes:

- General welcome
- Familiarization with TIES policies and procedures relevant to the Intern
- General expectations
- Information on public transportation and accommodation arrangements (where applicable)
- Useful country information eg. map, bank hours, routes (where applicable)
- Emergency contact information
- Helpful hints on safety, shopping, banking hours, etc.
- Introduction of the Intern to the host organization

The **host organization** will also prepare an orientation programme for the Intern, which will be delivered soon after arrival at the company/organization. It will have several elements:

- Introducing the Intern to managers, staff in different departments and to his/her immediate supervisor/mentor
- Providing the Intern with information on the organization and its culture, including its procedures, rules and regulations
- Familiarization with the work environment and the host country



The Orientation serves several purposes:

- Breaks the ice and puts everyone at ease
- Ensures unified expectations
- Prepares the workers to receive and assist the Intern
- Familiarizes the Intern with the organization and the people he/she will be working with
- Clarifies any issues or concerns which the Intern might have about the placement
- Informs the Intern of the company resources available to assist him/her and how to access them

The Orientation session also ensures that the Intern:

- Has a clear understanding of the programme elements
- Has accepted his/her responsibility as a learner/participant in the programme
- Recognizes the value of the programme itself, and what he/she has to bring to the programme

18. KEEPING RECORDS

The Intern must strive to achieve high standards of performance and cultivate a professional attitude towards work.

He/she must show proof of such performance by keeping proper records of activities and achievements. These records will later facilitate the reporting and evaluation that needs to be done. A report must be submitted by each Intern to the National Coordinator on completion of the Internship. Several records are proposed including:

- **The Performance Appraisal Form (Exhibit 3):** can be used by the Intern to assess how he/she is performing in various areas. The Intern's Mentor or Supervisor will use this form to assess overall performance on completion of the Internship.
- **Weekly Log (Exhibit 4):** a weekly record of major activities, tasks, visits, lessons learnt, kept in the format of Exhibit 5. This is a helpful tool which can assist the Intern in writing his/her final Internship report.

19. PERFORMANCE EVALUATION

An Internship is not complete until an evaluation of the learning experience is conducted. It is the evaluation which will point out whether the Intern has met his/her objectives successfully and whether the host organization has met its obligations.

Performance is always evaluated against set objectives, as laid out in the Learning Plan. The best practice is for both the Intern and the Mentor or Supervisor to meet and discuss the Performance Evaluation. (Exhibit 3). It is advisable to perform a midterm evaluation for internships longer than six weeks. The same form (Exhibit 3) may be used for this purpose.

The Mentor is then expected to submit a confidential evaluation report, which includes the Performance Evaluation, to the TIES national coordinator, who in turn forwards it to the regional coordinator. The Intern is also expected to submit a confidential evaluation report on the Internship experience to the TIES national coordinator, who in turn forwards it to the regional coordinator.

20. BENEFITING FROM YOUR INTERNSHIP

The real benefit of an Internship learning experience comes from application of the knowledge and skills acquired on returning to the job or to the classroom setting. The Intern will pick up many new ideas, techniques etc. for improvement of the operations in his/her own department or the organization as a whole. He/she will also have acquired renewed enthusiasm for implementing change.

The Intern should discuss the internship experience with his/her immediate supervisor on his/her return and discuss how new ideas, techniques etc. can be implemented on the job or in the classroom setting. The Intern must exercise wisdom and tact in introducing change or he/she is likely to get some resistance and opposition. On the other hand, if the Intern comes back to the job or classroom with no new ideas, attitudes etc., it would have been an unprofitable internship.

21. USEFUL INTERN SKILLS

- **Goal Setting and Planning:**
The aim is to identify what needs to be accomplished (goal setting), the strategies for accomplishing the goals (methods), the time frames and resources required to develop and fulfill the objectives of the plan. (See Annex 1 - Effective Goal Setting)
- **Time Management:**
The aim is to make the most effective use of the time the Intern has with his/her host. Time is related to Output. Increase your Output and You will have more time! (See Annex 2 - Time Management Techniques)
- **Team Building:**
This involves working well with others towards the same objectives. As part of a new team, the Intern should demonstrate a willingness and ability to work harmoniously with all employees, take an interest in their activities and achievements, and help to create the conditions for a harmonious work environment.
- **Communication:**
Good writing and oral communication skills are helpful in ensuring a successful Internship. The Intern may be called upon to take notes, discuss ideas, make informal presentations, or prepare reports. The Intern should also understand non-verbal communication, or body language, and be sure to send the right signals in all interpersonal relations.
- **Computer Literacy:**
Today, familiarity and use of various computer applications are essential in a modern working environment.

22. HELPFUL HINTS

The Intern should:

- remember, the guest comes first
- at all times, strive to be positive and maintain an optimistic and productive approach to life
- not “sweat the small stuff”
- in conjunction with the Mentor, continuously evaluate his/her work performance, linked to the stated learning objectives
- be cautious and diligent in handling the equipment or property of the host and keep in mind his/her safety and that of his/her co-workers
- remember to show courtesy to both internal and external customers
- be responsible and not take time off, or go off the property without first informing his/her Mentor Supervisor
- avoid abuse of any of the house privileges that have been extended to him/her. He/she must view him/herself as an employee for the period of the internship and must prove that he/she can be trusted to use good judgment
- maintain the strictest confidentiality both during and after the Internship in matters regarding the business of the host organization
- avoid engaging in useless gossip
- recognize that he/she is there to learn from others and while he/she may be intelligent and very knowledgeable in certain areas of the operation, he/she must not give the impression of “knowing it all”. It is advisable to be respectful of other people’s opinions
- exhibit an attitude of enthusiasm and cooperation
- when necessary, work off stress with physical activity
- at all times, adhere to the rules and regulations of the host organization in respect of the code of conduct and behaviour of employees, including adherence to environmental health policies
- support ‘green’ initiatives, adopting environmentally friendly practices and attitudes



23. ANNEXES AND EXHIBITS

ANNEX 1

Effective Goal Setting

Remember, once you have identified your abilities, interest and priorities, and the important factors that should be considered in your planning, the next step is to find ways of bringing your plans to fruition. This involves setting and pursuing goals. Effective goal setting can convert desires into action.

However, careful thought should be given in selecting goals, if they are to contribute to growing productiveness/enhanced productivity in your life. The wrong kinds of goals can programme you for failure. Thus, in selecting and setting your goals, the following guidelines will help set the stage for experiences of achievement and success.

- Goals should be stated **in specific terms** – not in general or vague terms.
- Goals should be **achievable** – within the limits of your abilities and resources. **Moderate risk** is desirable, as that will “stretch” you in your use of your abilities, as long as you are realistic.
- Goals should be reasonably controlled. **This is important where your goal involves the decisions, commitment or performance of others.** For example, an uncontrollable goal might be: “I will complete the updating of the website this week”. You may not receive all the information needed in a timely basis and/or the computer system may be down. A more realistic statement of a goal might be: “I will work on sourcing vital information on a regular basis and update the website on a fortnightly basis”.
- Your goal should be **compatible with your personality, your value system and priorities, your family and existing obligations.** It is important to select goals that are right for you with your particular set of interests, priorities and commitments, if you are to be able to make a positive, confident commitment to the goal.
- The goal should be stated in **measurable** terms, in order that progress may be noted, and so that you will know if and when the goal has been achieved.
- Your goal should be developed with a **definite time frame** – with specific starting time and target date for achievement. If the goal is a large one, it should be broken down into segments, short-term steps, which should be time-phased, with specific deadlines. You are more likely to get started, and will be better able to know if you are proceeding on schedule, if you develop a schedule with a specific starting point for yourself.

Check-list

This **goal** is (check off):

- _____ stated specifically
- _____ achievable
- _____ controllable
- _____ mine – I own it – it’s my goal
- _____ measurable – in sequential steps
- _____ desirable
- _____ growth-facilitating
- _____ has a definite starting time
- _____ has a definite completion date

Goal **achieved** (check one):

- _____ yes
- _____ no

ANNEX 2

Time Management Techniques

Planning Your Schedule

- Take 10 – 15 minutes at the beginning of each morning to plan your day. Remember, every hour spent in effective planning, saves 3 – 4 hours in execution and gets better results.
- Get into the habit of composing a daily “Things to Do” list, to write down the key tasks in order of priority. Ensure that unfinished tasks from yesterday are carried forward to today’s list. Always, keep this list near at hand!
- Check with your manager/mentor early each day to see if there are any important tasks that he/she needs you to attend to. Add these tasks to your list and, where necessary, re-order your priorities.
- Use a desk calendar and/or diary to note deadlines, due dates for reports/assignments, appointments etc.
- From time to time, at the beginning of a work week, engage in some long-term planning with your manager/mentor, to keep yourself on track.
- Group related tasks, such as short appointments, dictation, scanning of reading materials and telephone calls.
- Match work to energy curves, scheduling the toughest tasks for your hours of peak energy, and similarly, the easy-to-do projects and casual reading tasks during your low productivity hours.
- Leave time each day for unforeseen emergencies and provide time to complete tasks.
- Maintain alternative work batches, such as a file containing information reading, to be done when scheduled events are cancelled.

Keeping To Your Schedule

- Make an early start, cutting down on non-essentials, to speed up the warm-up for the key morning activities.
- Don’t take on marginal emergencies, let some minor things go wrong, rather than put in uneconomical efforts to correct them.
- Work at a controlled pace, since an even pace is faster in the long run than a series of rush efforts.

Keeping To Your Schedule (cont'd)

- Impose realistic deadlines on yourself for each major task that you undertake. Exercise self-discipline in adhering to deadlines.
- Avoid bringing up unscheduled business in meetings, if it will throw the day off schedule.
- Restrain your unscheduled action impulses, make a note of bright ideas and schedule action related to them later, rather than act immediately and throw other events off schedule.
- Focus on **one** task at a time and complete the assignment that you start. Avoid small tasks that cannot be finished the same day, rather than have to get warmed up on small tasks on two different days.
- Watch your time! Monitor carefully how fast an activity is using up its allotted time and how much work is getting done.
- Do not allow others to constantly interrupt you. Attend to their needs when it is most convenient for you. Also, be considerate and avoid interrupting others constantly. Recognize when there is a break during which you can interrupt.
- Keep your desk free of papers that you are not working on that day. This prevents papers being mixed up or lost.
- Have a place for everything! Ensure that your space provides an organized, harmonious and productive environment in which you can best manage your time!

EXHIBIT 1

Sample Internship Agreement

Name of Intern _____

Address: _____

Telephone (h) _____ Telephone (w) _____

E-mail: _____ Alternate e-mail: _____

Contact Name and Information in case of emergency: _____

Name of School/Organization: _____

Name of Host Organization _____

Name of Host Organization Manager: _____

Name of Intern Supervisor: _____

Address: _____

Telephone: _____ Fax: _____

E-mail: _____

The Internship will be _____ weeks/months duration commencing on _____ and ending on _____, except as otherwise agreed in writing by the Intern, his permanent employer, and the Host Organization, during the course of the Internship.

The Intern is expected to work _____ days/hours per week and agrees to be subject to all the employee rules of the organization.

The Intern will/will not be provided with accommodation.

The Intern will be supervised by _____, the Mentor, who is the

(Name)

_____ at the host organization.

(Title)

Description of the Intern's Position or Assignment during the Internship: _____

Objectives:

1. _____
2. _____
3. _____

Major projects or assignments

1. _____
2. _____
3. _____

Deliverables to be completed

1. _____
2. _____
3. _____

The above is elaborated in the Learning Plan which forms part of this agreement.
During the period of the Internship the Intern will be remunerated as follows:

Salary \$ _____ Expenses \$ _____ as detailed in the attached schedule.

Either party may terminate the agreement with two weeks notice.

Monitoring and Evaluation

The progress and work of the Intern will be monitored by the Mentor and a performance evaluation will be undertaken on the prescribed TIES Evaluation form.

I have read the above and I agree to abide by the terms and conditions contained therein.

Signature of Intern: _____ Date: _____

Signature of Intern Supervisor: _____ Date: _____

Signature of Host Organization Manager: _____ Date: _____

EXHIBIT 2

The Learning Plan

Major Learning Objectives:

.....
Intern's Name in Block Letters

- 1) _____

- 2) _____

- 3) _____

- 4) _____

- 5) _____

The activities to be completed to meet the above objectives are:

Objective 1:	Activities	Evaluation Criteria

Objective 2:	Activities	Evaluation Criteria

Objective 3:	Activities	Evaluation Criteria

EXHIBIT 3

Performance Appraisal Form

Name of Intern: _____

Period of Internship: From: _____ to _____

Period of Appraisal: From _____ to _____

Report completed by _____ Position _____

Date of Appraisal _____ Date Reviewed with Intern _____

Date agreed: _____

Objectives:	Achievements:
Objectives:	Shortcomings:

Criteria	Rating 1= Excellent 5 = Poor					Comments
	1	2	3	4	5	
Commitment to Internship goals and objectives						
Planning and goal setting: effectiveness in working with others to plan and implement activities						
Improvement in technical skill areas relating to professional goals						
Willingness to innovate, take initiative, and follow through						
Staff relations: ability to get along with other workers, to resolve conflicts and problems, to impart knowledge						
Guest relations – effectiveness in responding to guest needs and in dealing with complaints or problems						
Productivity and application to assigned tasks and work output during Internship						
Time management – ability to complete tasks on schedule, work under pressure and to handle multiple assignments at the same time						

Criteria	Rating 1= Excellent 5 = Poor					Comments
	1	2	3	4	5	
Ability to perform independently with minimum supervision						
Supervisory skills, ability to direct, motivate and maintain staff interest						
Effectiveness in team building, communication						
Effectiveness in delegating duties and in following up to ensure performance						
Ability to negotiate						
Ability to communicate, verbally and in writing, ability to make an appealing presentation						
Good judgement; ability to make sound, fair, impartial decisions and to diffuse or solve difficult problems						
Improvement in personal qualities, tidiness, dress, hygiene.						



EXHIBIT 4

Department(s) _____

Intern Weekly Log

Date	Activities/Lesson(s) Learnt	Person(s) Involved
DAY 1 ___ / ___ / ___		Name: Title: Name: Title: Name: Title:
DAY 2 ___ / ___ / ___		Name: Title: Name: Title: Name: Title:
DAY 3 ___ / ___ / ___		Name: Title: Name: Title: Name: Title:

<p>DAY 4 _ / _ / _</p>		<p>Name: Title:</p> <p>Name: Title:</p> <p>Name: Title:</p>
<p>DAY 5 _ / _ / _</p>		<p>Name: Title:</p> <p>Name: Title:</p> <p>Name: Title:</p>
<p>DAY 6 _ / _ / _</p>		<p>Name: Title:</p> <p>Name: Title:</p> <p>Name: Title:</p>
<p>DAY 7 _ / _ / _</p>		<p>Name: Title:</p> <p>Name: Title:</p> <p>Name: Title:</p>

 NOTES

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