

# Up and Comers: Building a Successful Internship Program



Presented by  
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USGA, Manager of Inclusion & Talent Acquisition

# Objectives

- Tell Our Story
- Our Internship Programs
- The 2018 Intern Journey
- Building Blocks and Strategy
- Success Factors & Meaningful Metrics
- Lessons Learned





1894

Founded by five  
American golf  
clubs

## Not-for-profit

Member  
Organization  
(501c3)



Liberty Corner, New Jersey

350 employees

700 connected employees

# OUR IMPACT

40,890 competitors

from 100 countries entered our championships.

22+ million viewers

are on our broadcast and digital channels engaging with our championships.

2 million golfers

are served by an alliance of 59 allied golf associations.

3 million people

in more than 160 countries receive education services in agronomy and environmental research.



# Our Internship Programs

# IMPACT INTERNSHIP

Provides a world class experience to students and recent graduates interested in pursuing a career in the sports and developing a pipeline of future leaders at the USGA and across the golf industry.

- Three months to one year
- Full-time, paid experience
- Based at the USGA Headquarters
- Current college students and recent graduates
- Opportunities:
  - Lunch and learns
  - Volunteer experiences
  - Final capstone project



# P.J. BOATWRIGHT INTERNS

Great way to gain valuable experience in golf administration, while assisting state and regional golf associations in the promotion of amateur golf, on a short-term, entry level basis.

- Three month to One year
- Full-time, paid experience
- Based on-site at across the USA, Canada and Mexico.
- Areas:
  - Tournament Set Up and Execution
  - Junior Golf Programs
  - Membership Services
  - Post Tournament Business



# CHAMPIONSHIP INTERNS

Great way to gain valuable experience in sports management.  
Develop a pipeline of future leaders at the USGA and across the  
golf industry.

- Three months to one year
- Full-time, paid experience
- Based on-site at three of our Open Championships locations
- Areas:
  - Merchandising
  - Operations
  - Champ and Volunteer Administration
  - Fan Experience
  - Will Call



# GREEN SECTION INTERNS

Great way to gain valuable for turfgrass management students to experience agronomic and resource management programs actively managed through the USGA Green Section department

- 1 week Experience between May and August
- Paid experience
- Travel with staff agronomists on Course Consulting Services visits





# Our 2018 Journey

## FINDING US



**9**  
Months of outreach  
through onboarding



**8**  
Campus visits &  
presentations



**4**  
HBCU Visits & Events



**4**  
Targeted Industry  
supported events



**1,889** total  
applicants

**120**  
Colleges and Universities  
that we connected with

## MEETING US



**110**  
On-site/Skype  
interviews  
completed\*\*



**290**  
virtual interviews  
completed

## JOINING US

**2018**

**24** Interns identified  
for roles from  
Outreach

**1** Boatwright Intern  
identified from HBCU  
outreach

**1** Boatwright hired as  
USGA intern  
Championship Interns

**17** Impact Interns  
Hired

**69** U.S. Open Interns  
Hired

**8** Women's Open Interns  
Hired

**1** Sr. Women's Open  
Intern hired

**79** Total Interns Hired

## STAYING WITH US

**3** Interns hired into Full Time roles

**7** Interns assignments extended



# Intern Hires By Region

## 2017 U.S. Open- Erin Hills

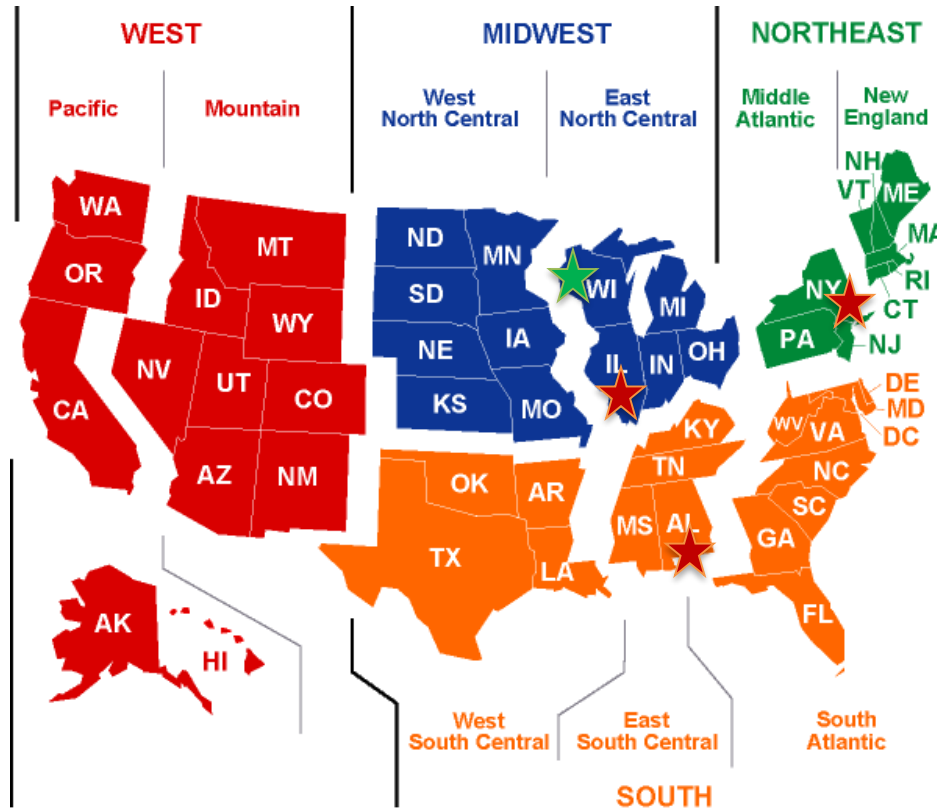
Region	# of Interns
Midwest	27
Northeast	18
South	17
West	2
International	1

Total # Hires: 65  
Total # Applicants: 1050

## 2017 IMPACT Interns

Region	# of Interns
Midwest	2
Northeast	8
South	3
West	2

Total # Hires: 15  
Total # Applicants: 450



## 2018 Championship Interns

Region	# of Interns
Midwest	12
Northeast	23
South	23
West	8
International	3

Total # Hires: 69  
Total # Applicants: 1280

## 2018 IMPACT Interns

Region	# of Interns
Northeast	9
South	7
West	1

Total # Hires: 17  
Total # Applicants: 600

# How Did They Find Us?

By understanding how we attract interns, we have greater insights to areas of success and areas of opportunity for future planning.

2016

2017

2018



14.3% of respondents learned about this from a USGA staff member

19.4% of respondents learned about this from a USGA staff member

**42.4% of respondents learned about this from a USGA staff member**



**26.8% of respondents learned about this from a former intern**

19.4% of respondents learned about this from a former intern

29.5% of respondents learned about this from a former intern



30.4% of respondents learned about this from the USGA Website

25% of respondents learned about this from the USGA Website

14.3% of respondents learned about this from the USGA Website



21.5% of respondents learned about this from Campus Visits/ Online Recruiting Platforms

23.2% of respondents learned about this from Campus Visits/ Online Recruiting Platforms

**34.3% of respondents learned about this from Campus Visits/ Online Recruiting Platforms**

# Glimpse of our Summer Program Calendar

## Learning Developmental Series

Date	Topic	Presenter	Time	Location
21-May	USGA Internship Orientation, Facilities Presentation & Tour	Intern Program Manager	8:45-10:00 am	Meeting Room
24-May	USGA Foundation	Staff	12:00-1:00 p.m.	Meeting Room
30-May	Test Center Tour	Staff	10:30-11:30 a.m.	Meeting Room
1-Jun	Rules	Staff	12:00-1:00pm	Meeting Room
4-Jun	USGA Museum Tour	Staff	1:00-2:00 p.m.	Meeting Room
7-Jun	Handicap Team	Staff	12:00-1:00pm	Meeting Room
13-Jun	Presentations & Technology	Staff	12:00-1:00pm	Meeting Room
19-Jun	Social Media Branding & Etiquette	Staff	12:00-1:00pm	Meeting Room
21-Jun	Championship Administration	Staff	12:00-1:00pm	Meeting Room
28-Jun	GHIN	Staff	12:00-1:00 pm	Meeting Room
6-Jul	Former Intern Panel	Staff	12:00-1:30 pm	Meeting Room
12-Jul	Marketing & Public Relations	Staff	12:00-1:00 pm	Meeting Room
19-Jul	Community Outreach	Staff	12:00-1:00 pm	Meeting Room
23-Jul	Partnerships & Championship Experiences	Staff	12:00-1:00 p.m.	Meeting Room
26-Jul	Original Content & Social Media	Staff	12:00-1:00pm	Meeting Room
Week of July 30	Intern Olympics	Interns and Staff	TBD	Meeting Room
7-Aug	Intern Capstone Presentation	Interns and Staff	2:00-4:30 pm	Meeting Room
9-Aug	Intern Farewell Party & Golf Outing	Intern Program Manager	TBD	TBD
10-Aug	Last Official Day	Intern Program Manager		

# Capstone Project

In trying to ensure minimal downtime, we implemented a Capstone Project as the final component to the IMPACT Summer internship experience. It is an opportunity for our interns to present their project to our Executive and Senior Leaders and Staff.

- **What It Is:** A project decided in collaboration with your manager/team. It can be a current strategy/goal directly related to the intern's team OR an area/topic of passion for the intern.
- **What It Is Not:** A summary of your summer activities/ overview of your team's role in the organization.
- **What It Yields:** Confidence, Accountability, Collaboration, Public Speaking and Presentation Skills



The background features a complex, abstract pattern of organic, flowing shapes in various shades of grey and blue. Some areas have a fine, grid-like texture, while others are smoother. The overall effect is a textured, layered appearance.

# Building Blocks and Strategy



# Know Your Why

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# Getting Started

- Do your research and Plan, Plan Plan!
- Get Executive Leadership Support
- Assess organization readiness and interest
- Identify criteria for interested Intern Managers and Mentors
- Consider size and scope of program and what colleges and universities that you can partner with
- Create *Ambassadors* to advocate the program internally and externally



# Planning

- ✓ Create your Program Strategy
- ✓ Map out Program and Recruitment Timeline
- ✓ Design your Recruitment strategy and how to best utilize social media
- ✓ Plan your Program Structure
- ✓ Craft organizational communication plan to garner support for the program
- ✓ Establish Onboarding & Offboarding Strategies
- ✓ Communicate internally and externally



Final 2 weeks of  
Evaluation, Ex  
Intern Final  
Present

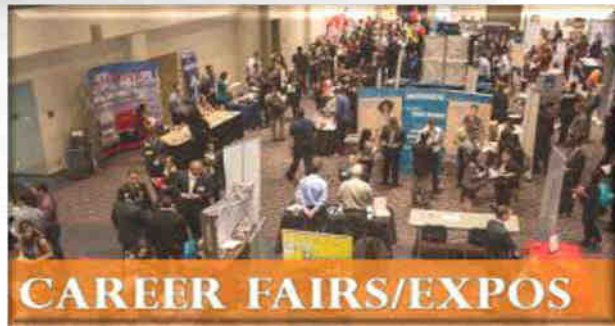
First Day  
Orientation  
Session 2

May 22 1964  
Orientation  
Session 1

Lunch and Learns, Internship  
Service Project & Networking  
opportunities (See attached  
schedule for more detail)

# The Pursuit for Interns

There are several ways to begin sourcing for interns. Utilizing Social Media and your own staff as ambassadors for your program will maximize your reach, when looking to get started. It is important to ensure that your organization has a strong social presence in order to best engage with students.



CAREER FAIRS/EXPOS

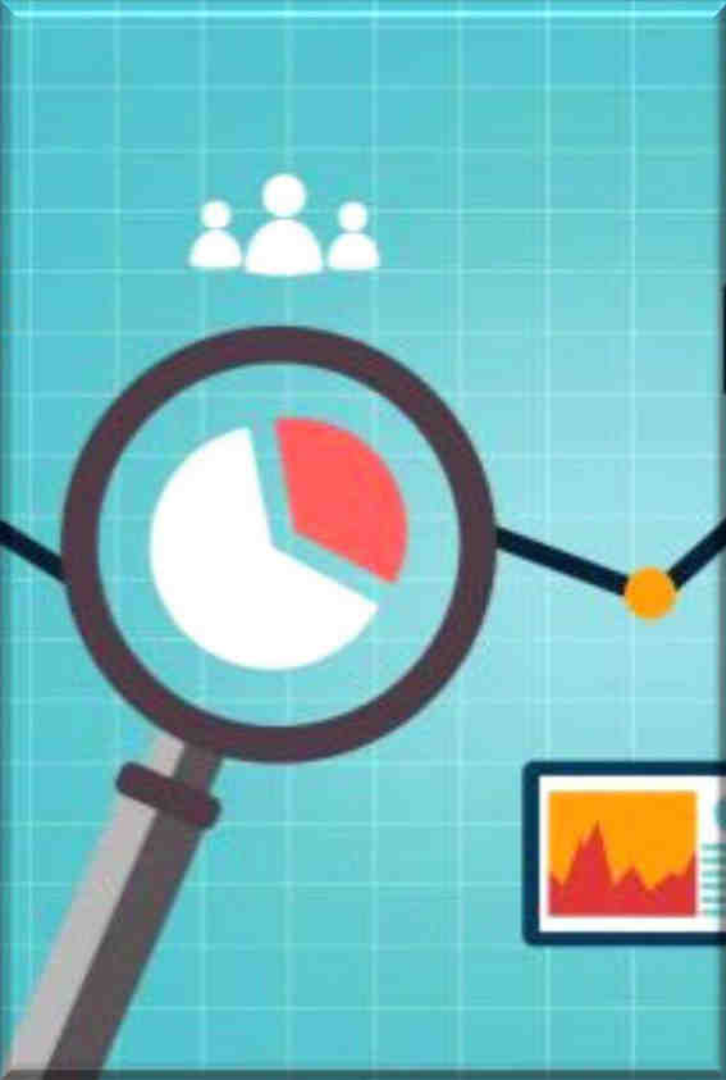


# Implementation

- Ensure the mission and vision of the program is clear with stakeholders
- Memorialize documents, templates and processes to be used in the future
- Establish Onboarding & Offboarding Strategies
- Create and share Manager Training/Toolkits/Checklists to ensure consistency across the intern experience



# Success Factors and Meaningful Metrics



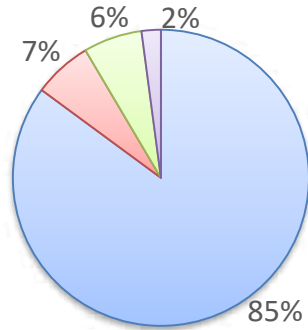
# What to Measure

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- ✓ Program Satisfaction
- ✓ Time to Fill & Quality of Hire
- ✓ EEO Data
- ✓ Geographical Representation
- ✓ Program Completion
- ✓ ROI: Number of Hires & Conversions

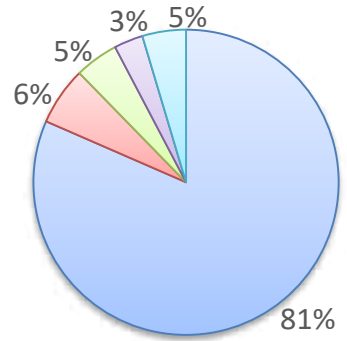
# Championship Internship Demographics

2016



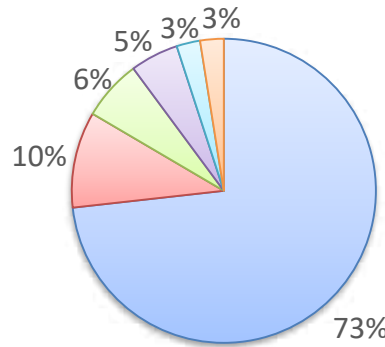
White Black Hispanic Asian

2017



White Black Hispanic Asian 2 or More

2018



White Black Hispanic Asian Native Hawaiian or Pacific 2 or More

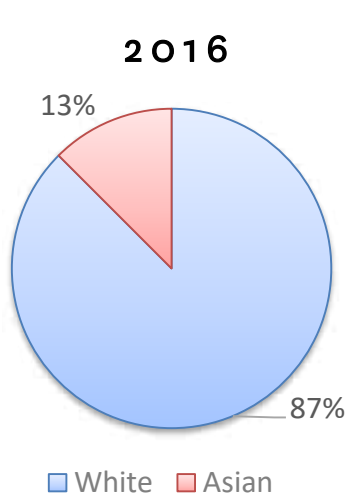
- 47 Total Championship Interns
- 70.2% Male 29.8% Female

- 65 Total Championship Interns
- 64.6% Male 35.4% Female

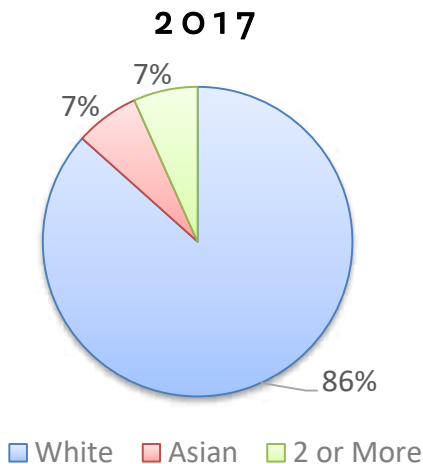
- 69 Total Championship Interns
- 69.2% Male 30.8% Female

**\*\* Diverse Interns (defined as Non-Caucasian) has increased from 19% to 27% in 2018**

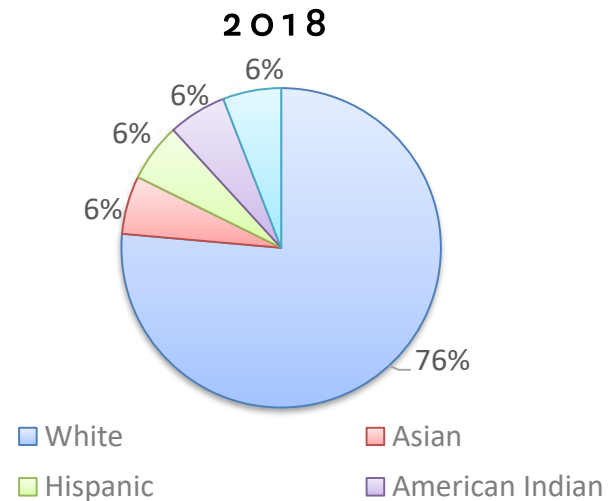
# IMPACT Internship Demographics



- 8 Total IMPACT Interns
- 62.5% Male 37.5% Female



- 15 Total IMPACT Interns
- 60% Male 40% Female



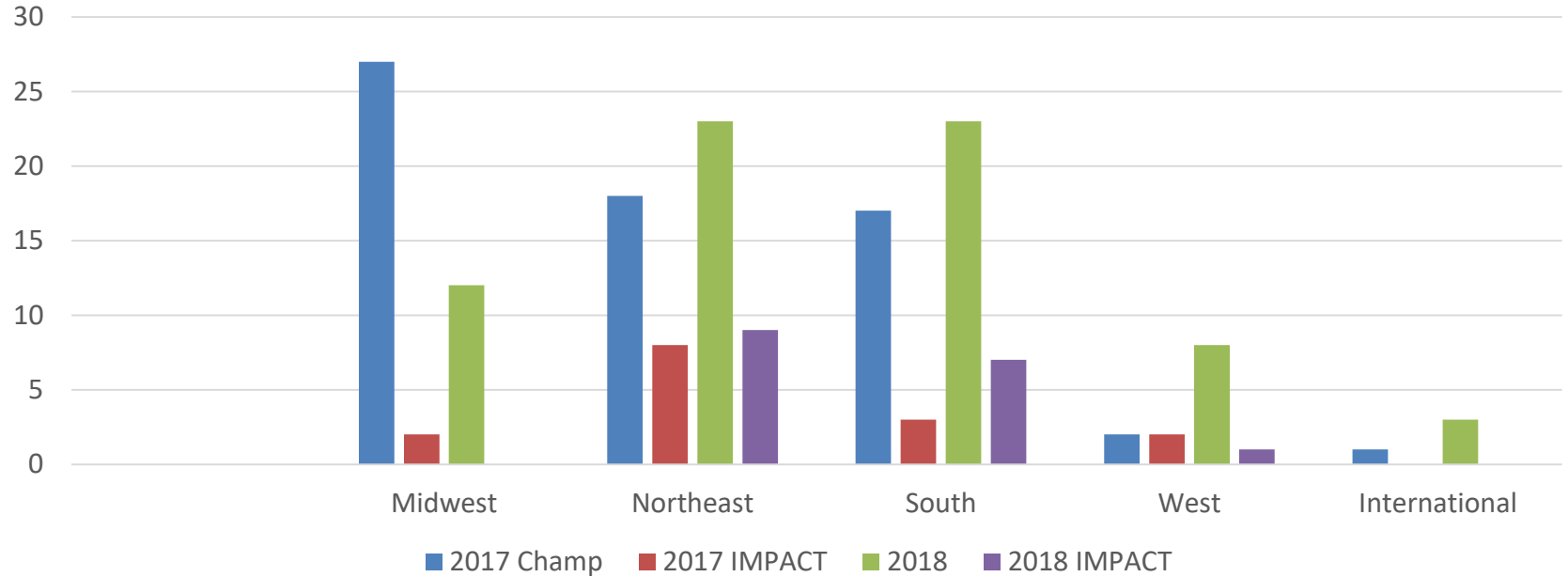
- 17 Total IMPACT Interns
- 47.05% Male 52.95% Female

**\*\* Diverse Interns (defined as Non-Caucasian) has increased from 14% to 24% in 2018**

**\*\*The % of female IMPACT interns for 2018 reached 52.9%, up from 40% in 2017**



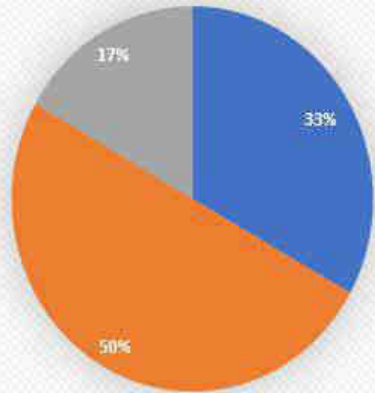
# Intern Hires By Region



	2017 Champ	2017 IMPACT	2018 Champ	2018 IMPACT
Total Hires	65	15	69	17
Total Applicants	1050	450	1280	609

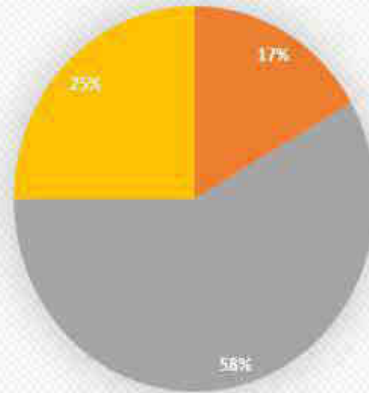
# Championship Intern make up by year of study

2016



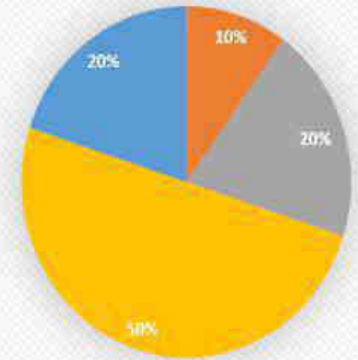
■ Freshman ■ Junior ■ Graduated College

2017



■ Sophomore ■ Junior ■ Graduated College

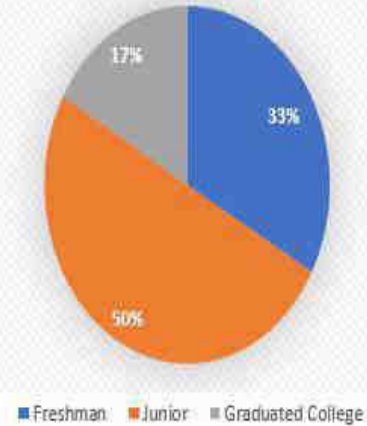
2018



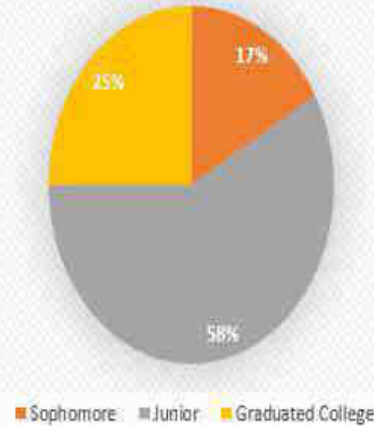
■ Sophomore ■ Junior  
■ Graduated College ■ Masters/Graduate Program

# IMPACT Intern make up by year of study

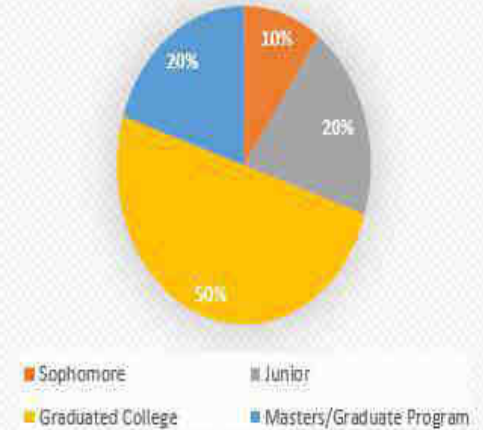
2016



2017



2018



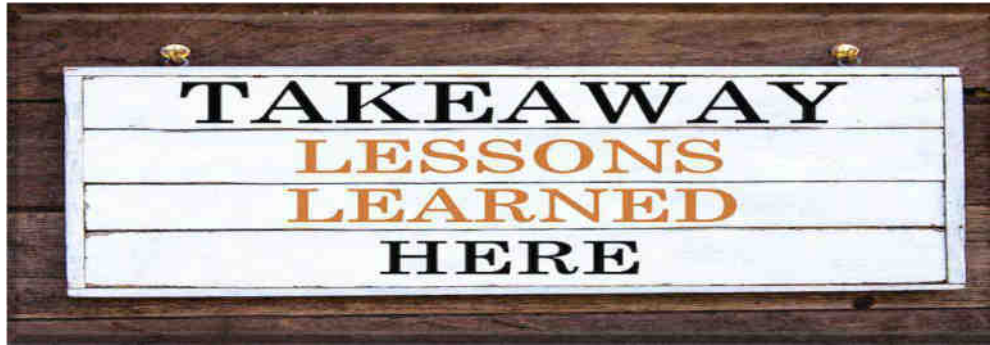
# Vehicles of Measurement



- ✓ Midpoint Check-ins and reviews with Interns and Managers
- ✓ Intern & Manager Exit Surveys
- ✓ Stakeholder Debrief and planning session



# Lessons Learned



- ✓ Set clear expectations with Intern Managers
- ✓ Communicate clear expectations to the interns prior to their arrival
- ✓ Conduct a pre-orientation call with interns
- ✓ Timely hiring & onboarding
- ✓ Ensure the intern has enough work to keep them busy with limited downtime
- ✓ Create an information packet of your local area for out of state interns

# Questions?



For additional questions, please contact Kamille Ramos, Manager, Inclusion and Talent Acquisition at the USGA at: [Kramos@usga.org](mailto:Kramos@usga.org)