

## **Club Management Competency Areas for the General Manager/Chief Operating Officer**

When designing your programs, you may want to consider the nine competency areas for certification:

### **I. Private Club Management**

- History of private clubs
- Types of private clubs
- Membership types
- Bylaws
- Policy formulation
- Board relations
- Chief Operating Officer concept
- Committees
- Career development

### **II. Food and Beverage Operations**

- Sanitation
- Quality service
- Menu development
- Creativity in theme functions
- Nutrition
- Design and equipment
- Pricing concepts
- Food and beverage personnel
- Ordering/receiving/controls/inventory
- Developing a wine list
- Food and beverage trends

### **III. Accounting and Financial Management**

- Accounting and finance principles
- Financing capital projects
- Uniform system of accounts
- Audits
- Financial analysis
- Internal Revenue Service
- Budgeting
- Computer
- Cash flow forecasting
- Business office organization
- Compensation and benefit administration
- Long-range financial planning

#### **IV. Human and Professional Resources**

Employee relations  
Time management  
Management styles  
Stress management  
Organizational development  
Labor issues  
Balancing job and family responsibilities  
Leadership vs. management

#### **V. Management**

Communication skills  
Professional image and dress  
Effective negotiation  
Member contact skills

#### **VI. Marketing**

Marketing through in-house publications  
Working with the media  
Marketing strategies in a private club environment

#### **VII. Golf/Sports and Recreation Management**

Golf operations management  
Golf course management  
Tennis operations  
Swimming pool management  
Yacht facilities management  
Fitness center management  
Locker room management  
Club job descriptions

#### **VIII. External and Governmental Influences**

Legislative influences  
Privacy  
Regulatory agencies  
Club law  
Economic theory  
Liquor liability  
Labor law  
Internal Revenue Service

## **IX. Building and Facilities Management**

Preventive maintenance  
Housekeeping  
Insurance and risk management  
Security  
Clubhouse remodeling and renovation  
Laundry  
Contractors  
Lodging operations  
Energy and water resource management

Source: The Club Managers Association of America (CMAA), 2008, <http://www.cmaa.org/ecs/coo/page4.htm>