

## **Sample Job Descriptions**

### **I. POSITION**

General Manager (GM)/Chief Operating Officer (COO)

### **II. RELATED TITLES**

Club Manager; Club House Manager

### **III. JOB SUMMARY**

Serves as Chief Operating Officer of the club: manages all aspects of the club including its activities and the relationships between the club and its Board of Directors, members, guests, employees, community, government and industry. Coordinates and administers the club's policies as defined by its Board of Directors. Develops operating policies and procedures and directs the work of all department managers. Implements and monitors the budget, monitors the quality of the club's products and services and ensures maximum member and guest satisfaction. Secures and protects the club's assets, including facilities and equipment.

### **IV. JOB DUTIES AND RESPONSIBILITIES**

1. Implements general policies established by the Board of Directors; directs their administration and execution.
2. Plans, develops and approves specific operational policies, programs, procedures and methods in concert with general policies.
3. Coordinates the development of the club's long-range and annual (business) plans.
4. Develops, maintains and administers a sound organizational plan; initiates improvements as necessary.
5. Establishes a basic personnel policy; initiates and monitors policies relating to personnel actions and training and professional development programs.
6. Maintains membership with the Canadian Society of Club Managers and/or the Club Managers Association of America and other professional associations. Attends conferences, workshops and meetings to keep abreast of current information and developments in the field.
7. Coordinates development of operating and capital budgets according to the budget calendar; monitors monthly and other financial statements for the club; takes effective corrective action as required.
8. Coordinates and serves as ex-officio member of appropriate club committees.
9. Welcomes new club members; "meets and greets" all club members as practical during their visits to the club.
10. Provides advice and recommendations to the President and committees about construction, alterations, maintenance, materials, supplies, equipment and services not provided in approved plans and/or budgets.

11. Consistently ensures that the club is operated in accordance with all applicable local, state and federal laws.
12. Oversees the care and maintenance of all the club's physical assets and facilities.
13. Coordinates the marketing and membership relations programs to promote the club's services and facilities to potential and present members.
14. Ensures the highest standards for food, beverage, sports and recreation, entertainment and other club services.
15. Establishes and monitors compliance with purchasing policies and procedures.
16. Reviews and initiates programs to provide members with a variety of popular events.
17. Analyzes financial statements, manages cash flow and establishes controls to safeguard funds. Reviews income and costs relative to goals; takes corrective action as necessary.
18. Works with subordinate department heads to schedule, supervise and direct the work of all employees.
19. Attends meetings of the club's Executive Committee and Board of Directors.
20. Participates in outside activities that are judged as appropriate and approved by the Board of Directors to enhance the prestige of the club; broadens the scope of the club's operation by fulfilling the public obligations of the club as a participating member of the community.
21. Reports member infractions to the board for necessary action.
22. Properly manages all aspects of the club's activities to ensure and maintain the quality of products and services provided by the club.
23. Serves as liaison between all management staff and the board.
24. Coordinates inter- and intra-committee activities.
25. Writes policy and rule directives or approves those written by department heads.
26. Has ultimate authority over inter-departmental matters and implements policies concerning employee-employer relations.
27. Develops, maintains and disseminates a basic management philosophy to guide all club personnel toward optimal operating results, employee morale and member satisfaction.
28. Prepares reports and other support material for committee and board use.
29. Negotiates and recommends board approval for contracts.
30. Provides for and manages use of the club's equipment, space and materials.
31. Establishes and approves workloads, work methods and performance standards.
32. Maintains relations with police, fire, liquor control board, health department and other governmental agencies.
33. Directs purchasing, receiving, storage, issuing, preparation and control of all products, supplies and equipment.
34. Coordinates as necessary arrangements for public functions and social gatherings including seating according to protocol and special courtesies extended to members and guests.
35. Ensures proper cleanliness and sanitation of all club facilities and environments.
36. Performs competitive analyses on clubs and other businesses providing member alternatives through personal observations and historical reports.

37. Handles emergencies such as fires, accidents and breaches of security or house rules promptly and in person. Emphasizes prevention through training, inspection and preventive enforcement.
38. Convenes and presides over meetings with departmental managers; conducts all-facility personnel meetings.
39. Gives direction to and works closely with vendors, outside contractors, firms and individuals providing services to the club.
40. Directs the writing and publishing of the club newsletter and plans for intra-club public relations.
41. Performs other duties as directed by the president or board of directors.

## **V. REPORTS TO**

Club President and Board of Directors

## **VI. SUPERVISES**

Assistant General Manager (Club House Manager); Food and Beverage Director; Controller; Membership Director; Director of Human Resources; Director of Purchasing; Golf Professional (Director of Golf); Golf Course Superintendent; Tennis Professional; Athletic Director; Executive Secretary.

Source: The Club Managers Association of America (CMAA), 2008. <http://www.cmaa.org/ecs/coo/page5.htm>