



## DUTIES OF CLUB OFFICIALS: CLUB CHAIRMAN

Secretary At Work: March 2011 *(revised June 2011)*

This document tries to give a general view on what the duties of the Club Chairman will be at the average golf club. It is an attempt to help the Secretary/Manager in carrying out his job but it must be remembered that duties will vary considerably from club to club. If the Captain is also Chairman then you will need to look at Library Document 2039 which will lay out the basic duties of the Club Captain.

The Chairman if the club trades as a limited company will also be responsible to see that the club adheres to the Companies Act and it is important that you the Secretary/Manager clearly set out any responsibilities in this direction. The duties of the Chairman will run along the following lines:

- ✎ To take the Chair at all Board/Committee meetings of the Club/Company.
- ✎ At many clubs the Chairman will also take the Chair at meetings of the Finance Committee but this will vary between clubs.
- ✎ The Chairman will normally take the Chair at all Annual General Meetings and Special or Extraordinary Meetings. At certain clubs the President may assume this role and at other clubs he will open the meeting and then hand over to the Chairman.
- ✎ The Chairman does not usually attend sub-committee meetings such as House, Green, Golf or Social. As Secretary/Manager you should inform him if you think an important matter is being discussed at these meetings which will necessitate him attending.
- ✎ Normally the Chairman is not a member of these sub-committees so it is important that you clear his attendance with the sub-committee Chairman.
- ✎ The Chairman will usually attend and take the chair at any disciplinary hearing appertaining to members. Should he be personally involved then he must hand over to someone else possibly the Vice Chairman or Club Captain.
- ✎ The Chairman is usually the source after the Club Secretary/Manager to conduct Grievance or Disciplinary hearings concerning members of the club staff. The Secretary/Manager's contract will usually state that he deals with normal disciplinary or grievance matters but giving the staff the right to appeal to a higher authority.
- ✎ The Membership Committee and interviewing of new members is not usually carried out by the Chairman who will deal with all applications when they are brought before the main committee.
- ✎ The interviewing and selection of Heads of Department and the Secretary/Manager will usually be carried out by the Chairman along with a small committee. Other appointments will normally be carried by the Secretary/Manager and appropriate Head of Department.

- ✎ The Chairman often along with Hon. Treasurer/Finance Chairman and Captain will usually be one of the signatories on club cheques along with the Secretary/Manager who is often authorised to sign up to a certain amount on his signature only.
- ✎ The Chairman has overall responsibility to see that the club acts according to the law and it is important that the Secretary/Manager keeps him fully briefed on all matters. This is particularly important in matters of Employment, Health & Safety, Licensing, VAT and Inland Revenue regulations.
- ✎ The Secretary/Manager must keep the Chairman fully briefed on all matters appertaining to the club and regular informal meetings should be held. It is a good idea to have a short weekly meeting to brief him.
- ✎ The Secretary/Manager must immediately see that the Chairman is informed of any matter that could have damaging repercussions for the club.
- ✎ Although the Secretary/Manager will normally fix the agenda for meetings it is important that both he and the Chairman discuss fully all matters on it prior to the meeting.
- ✎ Some Chairmen request to see draft minutes of meetings before they are circulated by the Secretary/Manager. This will vary between clubs but highly contentious matters are best discussed with the Chairman before circulating the minutes to the rest of the Committee.
- ✎ The Chairman should regularly meet informally with the Captain and sub-committee Chairmen for briefing on their activities.
- ✎ The Chairman should be fully conversant with the Club Rules and Bylaws and it is important for the Secretary/Manager to see that he is aware of all eventualities.
- ✎ The Chairman is responsible to see that all committee members strictly adhere to any matters of confidentiality when necessary.
- ✎ The Chairman will usually write with assistance from the Secretary/Manager the annual report for the accounts.
- ✎ The Auditors Report will normally be sent and dealt with by the Chairman who must bring to the committee's attention any discrepancies or other matters highlighted by the Auditors.
- ✎ You should stress the importance to the Chairman to attend all major club functions golf and social and use the club facilities such as bar & catering regularly so that he knows that the standards are being maintained.
- ✎ The Chairman should also be a regular golfer so that he can see for himself the state of the course. It is a good idea for you to have an occasional game with him.
- ✎ Keep him informed of any seminars or meetings in which you feel he might accompany you on behalf of the club.

If the club splits the role of Captain and Chairman then it is important that the Chairman does not usurp the Captain. The Captain is always the No.1 person in the club and a good Chairman takes a role in the background. Hopefully to give continuity the Chairman will fulfil this role for several years. It is not a role to be taken lightly and in taking it up he will have to forget his friends and act totally without fear or favour.