



General Manager Template Recruitment Pack

About our golf club

Provide an overview of the golf club and its defining characteristics. Some considerations are listed below:

- Club vision and strategic ambitions
- The DNA of the club (the core offer)
- Course information
- History
- Strengths and challenges
- Services
- Membership information

Governance Structure

Provide a brief summary of how the club is set up and include a diagram of the organisational structure.

Financial

Include headline financial information to show the scale of the business, including an indication on the weighting of income streams. Such as membership, green fees, societies, functions, F&B.

About the role

Detail here a summary of what the role will entail, considering key undertakings that will help the club to achieve its ambitions in the years to come. List any specific objectives (in the club's strategic plan) that require specialist knowledge, such as facility development or sales and marketing experiencing.

Consider aspects of the role which will be pivotal to the applicant becoming a successful General Manager at the club.

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Job Description Guidance

Listed below are suggested fundamental areas that may fall within a General Manager's duties. Your club should consider which areas are relevant to the role and any other key areas, not listed.

Core Areas

- Strategy and Governance
- Finance
- House / F&B
- Workforce
- Policies
- Health & Safety
- Marketing and Membership
- Communication
- Course Management
- Golf
- Facility Management
- Core Responsibilities
- Leadership

Roles and Responsibilities

Below are prompts and examples to help your club determine the requirements for each of the core areas.

Strategy and Governance

- What is the long-term plan for your golf facility and how will the GM contribute to this and bring it to fruition? How will the GM influence strategic decision-making? Define attendance and input into Board meetings.
- e.g. Influence the formation and/or reviewing of the Club Strategic Plan, providing internal intelligence from club data and insight from industry stakeholders.

Finance

- What will be the GM's role in finance? Think about long-term financial planning, annual budget setting and analysing trends/variances. Also considering who else they will work with, their level of responsibility and if they are to act as Company Secretary.
- e.g. Undertake long-term financial planning alongside the Finance Manager/Director.

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- e.g. The General Manager should hold a meeting with each Department Head on a monthly basis with Budget Variance Analysis carried out. Once the BVA analysis has established the major sources of variance, the General manager and Department Heads can take measures to ensure that it is on track to achieving its budget for the year and the overall strategic plan.

House / F&B

- Define the responsibilities relating to food & beverage and events, considering who else will be involved in this area and the set-up of catering services.
- e.g. In conjunction with the House Director/F&B Manager ensure that the bar and catering facilities are efficiently run and meet the needs of members and visitors.

Workforce (staff and volunteers)

- Consider who the GM will directly line manage and which volunteers they will work with. Define their role in recruitment/ training & education/ appraisals and support/ discipline/ employment policies & procedures.
- e.g. Coordinate training for new employees and ensure that all staff understand the requirements of their job, with detailed job descriptions and additional training provided wherever appropriate.

Policies

- Which policies exist at the golf club and what level of responsibility does the GM have in their formation and implementation? Consider the responsibilities for keeping up to date with legislative changes and procedures to ensure the club acts within the law (e.g. Company Law if the club is incorporated).
- e.g. Oversee and implement the club's Safeguarding & Protecting Children Policy, ensure relevant staff members and volunteers are adequately checked and trained.

Health & Safety

- Health and Safety affects all areas of the business and can often take up a substantial amount of time for a GM. Evaluate if current procedures and policies are fit for purpose and what skills the GM will need in this area.

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- e.g. Ensure that the club adhere and implement sound H&S policy and procedures in all areas, including, housekeeping, insurance and risk management, fire safety and security, course and food beverage management.

Marketing and Membership

- How important is growing your membership and increasing visitor income to your golf club? Is the GM responsible for overseeing marketing or do they need to take an active role in producing and disseminating collateral?
- e.g. Support the development of initiatives and offers to attract new members and/or visitors, ensuring they are attractive and visible to our target groups *insert who this is*.

Communication

- How will be GM contribute to internal and external communications, including to members and other stakeholders?
- e.g. Coordinate regular updates to the membership including news, events, competitions, progress and course maintenance, and periodically review the effectiveness of each communication channel.
- e.g. Utilise digital channels to maximise business opportunities and regularly evaluate online presence and growth.

Course Management

- What is the long-term plan for improvement and how involved is the GM in shaping and overseeing execution of the Course Plan?
- e.g. Put in place a process to review the quality of the course, gathering feedback from members and visitors, and work with the Head Green Keeper (and Course Director) to monitor objectives set out in the Course Improvement Plan.

Golf

- How will the GM contribute to providing an excellent customer experience for visitors and members - considering the recruitment of new golfers and the retention/satisfaction of existing members. Consider also fundamental day-to-day operations such as the competition calendar, handicapping etc.

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- e.g. The GM will lead the formation of a programme of opportunities with defined customer journeys for our target audiences – taking them from beginner to retained member.

Facility Management

- Is the GM responsible for managing the maintenance and improvement of all facilities at the golf club and if so, what processes are in place for effective monitoring?
- e.g. As part of the Operations plan, develop a 'medium term' premises maintenance plan to include periodic maintenance and capital expenditure.

Core Responsibilities

- Consider reports and attendance at Board and other committee meetings. Also consider all fundamental day-to-day operations, such as the competition calendar, handicapping, administrative duties etc.
- e.g. Provide timely and accurate reports to the Board, specifying progress towards the ambitions in the strategic plan.

Leadership

- Effective golf clubs empower their General Manager to lead day-to-day operations. The most pro-active GM's will only be attracted to roles where they can drive the business forward. Therefore, defining decision making duties is imperative.
- e.g. Lead day-to-day operations and the team of staff and work towards achieving the golf clubs' strategic ambitions.





Person Specification

Define here the skills, knowledge and experience required. Consider which elements are essential/desirable.

Area	Essential	Desirable
Qualifications & Attainment	<ul style="list-style-type: none"> • What qualifications will help them in the role? • e.g. Further or higher education qualification. 	<ul style="list-style-type: none"> • e.g. Appropriate golf /leisure management qualification.
Knowledge & Experience	<ul style="list-style-type: none"> • Are there specific areas where specialist knowledge is required? • e.g. A comprehensive understanding of the game of golf. • e.g. Employment legislation. • e.g. Utilising online platforms for communication. 	<ul style="list-style-type: none"> • e.g. Leisure management experience. • e.g. A track record of creating membership growth in a club setting.
Skills	<ul style="list-style-type: none"> • Which skills will help your club to develop in the intended direction? • e.g. Strong communication and interpersonal skills encompassing the ability to negotiate and influence others. 	<ul style="list-style-type: none"> • e.g. Developing strategic plans.
Behaviours / attributes	<ul style="list-style-type: none"> • Consider the softer skills required to ensure you find a candidate who shares the club's values. • e.g. Honesty & integrity. • e.g. Adaptability. 	

The application process and further information

- How to apply (CV and cover letter / application form).
- Who to contact to discuss the role?
- Deadline for applications and date(s) of interviews.
- Remuneration and other benefits: The Committee for Golf Club Salaries have a calculator to help with this. golfclubsalaries.org.uk/

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