

THE GOLF CLUB MANAGERS' ASSOCIATION



ACCREDITATION LEVELS – QUALIFICATION CRITERIA GUIDE



- **Available to:** Any Affiliate or Full Member of the GCMA
- **Suitable for:** Anyone employed in a Management capacity within a Golf Club (Department Head, Duty Manager, Deputy Manager or a new Golf Club Manager) with aspirations for career progression and professional development
- **Minimum years of experience:** 1
- **CPD Points upon application:** 40
- **CPD Points upon renewal:** 40 per 12 month cycle



- **Available to:** Any Full Member of the GCMA
- **Suitable for:** Anyone employed in a Management capacity at a small to medium sized club, able to demonstrate the effective management of a Golf Club
- **Minimum years of experience:** 3
- **CPD Points upon application:** 80
- **CPD Points upon renewal:** 40 per 12 month cycle



- **Available to:** Any Full Member of the GCMA
- **Suitable for:** A highly proficient and knowledgeable Golf Club Manager, at a medium to larger sized club
- **Minimum years of experience:** 5
- **CPD Points upon application:** 100
- **CPD Points upon renewal:** 40 per 12 month cycle



- **Available to:** Any Full Member of the GCMA
- **Suitable for:** Anyone recognised as a highly experienced and accomplished Golf Club Manager demonstrating continued success at medium or larger sized clubs
- **Minimum years of experience:** 10
- **CPD Points upon application:** 100
- **CPD Points upon renewal:** 40 per 12 month cycle



- **Available to:** Any full member of the GCMA with a minimum of 5 years as an GCMA Accredited Level 3 Manager
- **Suitable for:** Those who have achieved a minimum of 5 years as a GCMA Accredited Level 3 Manager and successful completion of at least 2 GCMA Advanced Management Awards, as well as demonstrating outstanding leadership within the industry.
- **Minimum years of experience:** 15
- **CPD Points upon application:** 300
- **CPD Points upon renewal:** 40 per 12 month cycle

SKILLS, KNOWLEDGE AND
ACHIEVEMENTS

GOLF OPERATIONS
AND HOSPITALITY

Skills, Knowledge and Achievements - Food and Beverage Management

FOOD AND BEVERAGE MANAGEMENT	Aspiring Manager	Level 1	Level 2	Level 3
Understanding the principles of good food and beverage management	*	*	*	*
Overseeing the management of a Food and Beverage Dept		*	*	*
Management of menu planning, costs and stock control			*	*
Delivery of a Food and Beverage Management Plan			*	*
Successfully developing and improving the performance of a Food and Beverage Dept				*

Looking to develop your skills and knowledge in Food and Beverage Management?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Food and Beverage Management)

Skills, Knowledge and Achievements - Sales and Service Delivery

SALES AND SERVICE DELIVERY	Aspiring Manager	Level 1	Level 2	Level 3
Managing service delivery within a Department of a Golf Club	*	*	*	*
Managing and resolving customer / member complaints	*	*	*	*
Managing sales procedures within a Golf Club		*	*	*
Operational improvements to service delivery resulting in improved financial performance		*	*	*
Develop service excellence and evidence through improved member and customer retention			*	*
Grow business performance of a Golf Club through improvement to sales and revenue generation				*

Looking to develop your skills and knowledge in Sales and Service Delivery?

- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Sales and Service Delivery)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Sales and Service Delivery)

Skills, Knowledge and Achievements - Marketing Strategy

MARKETING STRATEGY	Aspiring Manager	Level 1	Level 2	Level 3
Delivery of marketing initiatives for a Department within a Golf Club	*	*	*	*
Managing marketing operations for a Golf Club		*	*	*
Develop and implement a Member / Customer retention plan			*	*
Initiate and implement a Golf Club Marketing Strategy			*	*
Evidence improved business performance through delivery of marketing initiatives and strategy				*

Looking to develop your skills and knowledge in Marketing?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Marketing Strategy)

Skills, Knowledge and Achievements - Golf Course Management

GOLF COURSE MANAGEMENT	Aspiring Manager	Level 1	Level 2	Level 3
Understanding the principles of good course management as a Golf Club Manager	*	*	*	*
Management responsibility for the Greenkeeping Department within a Golf Club			*	*
Managing improvements to quality and golfer experience of a golf course			*	*
Implementation and delivery of a Golf Course Management Plan				*
Implementation and management of a golf course development / improvement project				*

Looking to develop your skills and knowledge in Golf Course Management?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Golf Course Management for Golf Club Managers)

SKILLS, KNOWLEDGE AND
ACHIEVEMENTS

FINANCE, COMPLIANCE
AND RISK MANAGEMENT

Skills, Knowledge and Achievements - Financial and Accounts Management

FINANCIAL AND ACCOUNTS MANAGEMENT	Aspiring Manager	Level 1	Level 2	Level 3
Management of a Department level budget	*	*	*	*
Management of Golf Club Finances and Accounts		*	*	*
Management and responsibility for Financial Forecasting			*	*
Develop and Manage a Golf Club Budget			*	*
Management of improvements to a golf clubs financial performance				*

Looking to develop your skills and knowledge in Finance and Accounts Management?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Finance and Accounts Management)

Skills, Knowledge and Achievements - Health and Safety Management

HEALTH AND SAFETY MANAGEMENT	Aspiring Manager	Level 1	Level 2	Level 3
Understanding and supervision of H&S in the workplace for own areas of responsibility	*	*	*	*
Understanding and supervision of H&S in the workplace for all areas of a Golf Club operation		*	*	*
Management of staff training on health and safety in the workplace			*	*
Implementation and review of risk assessments and operating procedures			*	*
Implementation and delivery of a health and safety management plan				*

Looking to develop your skills and knowledge in Health and Safety Management?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Health and Safety Management)

Skills, Knowledge and Achievements - Personnel Management and Employment Law

PERSONNEL MANAGEMENT AND EMPLOYMENT LAW	Aspiring Manager	Level 1	Level 2	Level 3
Recruitment and retention of staff within the Department of a Golf Club	*	*	*	*
Understanding and responsibility for employment law processes		*	*	*
Management of discipline and grievance procedures		*	*	*
Delivery of staff training and development plans			*	*
Understanding and management of the employee performance review process			*	*
Evidence of Employee Performance Management and Improvement				*

Looking to develop your skills and knowledge in Employment Law?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Employment Law)

SKILLS, KNOWLEDGE AND
ACHIEVEMENTS

GOVERNANCE AND
STRATEGIC PLANNING

Skills, Knowledge and Achievements - Golf Club Governance

GOLF CLUB GOVERNANCE	Aspiring Manager	Level 1	Level 2	Level 3
Communication and reporting to key stakeholders (Members, Owners etc)	*	*	*	*
Involved in the overall management and governance of a Golf Club		*	*	*
Management of stakeholder engagement processes		*	*	*
Management of governance procedures within the Golf Club			*	*
Leading the development and improvement of the Governance structure within a Golf Club				*

Looking to develop your skills and knowledge in Golf Club Governance?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Golf Club Governance)

Skills, Knowledge and Achievements - Strategic Planning

STRATEGIC PLANNING	Aspiring Manager	Level 1	Level 2	Level 3
Management of a Departmental Business Plan	*	*	*	*
Management of an overall Golf Club Business Plan		*	*	*
Contribution to the strategic business planning process at a Management level			*	*
Delivery of strategic business plan			*	*
Evidence of improvements to business performance through the leadership of a Strategic Business Plan				*

Looking to develop your skills and knowledge in Strategic Planning?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Strategic Planning)

SKILLS, KNOWLEDGE AND
ACHIEVEMENTS

LEADERSHIP AND
PERSONAL DEVELOPMENT

Skills, Knowledge and Achievements - Wellbeing and Mental Health Awareness

WELLBEING AND MENTAL HEALTH AWARENESS	Aspiring Manager	Level 1	Level 2	Level 3
Understanding of responsibilities for mental health and wellbeing support as a Manager	*	*	*	*
Awareness and management of own wellbeing as a Manager		*	*	*
Evidence of responsibility for supporting the wellbeing of employees		*	*	*
Implementation and delivery of employee mental health and wellbeing support processes			*	*
Evidence of ongoing commitment to supporting own and others mental health and wellbeing as a Leader			*	*

Looking to develop your skills and knowledge in Wellbeing and Mental Health Awareness?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Leading for Wellbeing and Mental Health Awareness)

Skills, Knowledge and Achievements - Advanced Leadership Skills

ADVANCED LEADERSHIP SKILLS	Aspiring Manager	Level 1	Level 2	Level 3
Principles and responsibility for team leadership within one Department of a Golf Club	*	*	*	*
Development of leadership skills as the Manager of a Golf Club		*	*	*
Managing effective communication within a Golf Club		*	*	*
Improving the performance of a team through effective leadership and positive culture			*	*
Understanding of own leadership style and impact on others (Emotional Intelligence)			*	*
Evidence of ongoing commitment to enhancing leadership skills and personal development				*

Looking to develop your Leadership Skills?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme (ADD LINK)
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme (ADD LINK TO GCMA Certificate in Advanced Leadership Skills)

YOUR
Experience



YOUR
Skills,
Knowledge &
Achievements



YOUR
Professional
and Personal
Development



GCMA
ACCREDITATION

