



Accent on management

by Ken Emerson

Job description

In my February column I talked about the importance of a job description and gave a simple outline for developing such a description. Because of the letters I received asking for a more specific description, I have decided to devote this month's column to the basic requirements which would be similar for all clubs.

Before beginning, I should like to call your attention to Appendix I of the book "Private Club Administration" by Henry Barbour, CCM. This section of Professor Barbour's book examines the job requirements of a club's general manager in great detail and is well worth the cost of the book.

While the exact specifications of any manager's job description will, necessarily, be limited by the policies, rules and by-laws of a given club, they should certainly cover these areas:

- A statement covering his basic function;
- A list of his specific responsibilities and area of authority;
- His areas of supervision;
- His place in the club's plan of organization;
- A method of measuring his performance.

Basic function: This is usually simply a broad statement describing the general purpose of the job along the lines of: "Chief operational office responsible for the

proper management of all aspects of the club's activities" or "The administration and implementation of the policies and decisions of the officers and the board of directors."

Areas of responsibility: These should include, but are not necessarily limited to, the following.

- 1) The efficient operation of the departments of the club under his jurisdiction (list by name);
- 2) Maintaining proper records;
- 3) Advising, consulting and guiding the members and members' committees;
- 4) The maintenance and care of the physical properties of the club (list exceptions if any);
- 5) Maintenance of good member relations;
- 6) The financial condition and insurance protection of the club;
- 7) The keeping and updating of the club's work manuals and job descriptions;
- 8) The enforcement of the policies set by the board;
- 9) Creative planning and development of the club's activities and operations.

Areas of authority: Again, these should include, but need not be limited to, the following.

- 1) The authority to hire and fire staff;
- 2) The authority to purchase products and equipment by methods and at prices which serve the best interests of the club;

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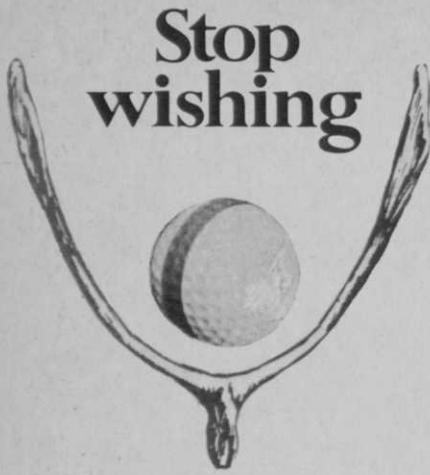
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3) The authority to establish prices and hours of service with the approval of the president;

4) The right to delegate authority to department heads when consistent with club policy;

5) The authority to promote employees, set pay scales and to otherwise maintain good employee relations;

6) The coordination of activities and functions;

7) The limits which are placed on his authority;

8) Provisions for adding duties.

Areas of supervision: This is the single area that will show the wide variance among clubs. In the interests of good management, however, the manager should be given the widest control possible within the limits of his abilities and the policies set by the club.

Manager's place in club's organization: The job description should carefully spell out the reporting relationships, both upward and downward. Upward to the committees, the board and the officers; downward to department heads and staff. This should be done both verbally and in an organizational chart.

Measures of performance: Depending on the amount of responsibility and authority granted the manager, his performance can be measured in several ways. The best of these is through member satisfaction expressed by:

- 1) Dollar usage per member;
- 2) Visits per member;
- 3) Compliments;
- 4) Complaints;
- 5) New members gained;
- 6) Members lost by resignation (other than transfers);
- 7) Achievement of budget goals;

8) Operating percentages compared with previous years;

9) Employee morale;

10) Quality of information provided to board and committees and the promptness with which it is made available.

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