

SELECTING A CLUB

Why the job of club manager has such a short tenure can be answered from both sides — the manager's and the club's. Probably the most frequent problem is a simple mismatch — the wrong club, and vice versa. These situations may be avoided if the manager follows certain guidelines in judging a club as a potential employer. Essentially, you must know the club and details of its operations; you must know and understand exactly what is expected of you.

It is a good idea to learn as much as you can about the position you are considering. Read carefully any information you can get, such as the club ad on the ClubCareers web site, or material the club may send you prior to the interview (i.e. financial statements, job descriptions, bylaws, the annual report, etc.).

Contact other managers who may be familiar with the club's operation or contact the local chapter officers.

Sit down and make a realistic review of your job requirements. You might want to consider salary, fringes, living accommodations, etc. If you have a family, consider the schools, the community, cultural activities, the climate, etc.

Assess your management skills and strengths. If you are strong in a particular area, match this skill to a club's needs. For instance, if you are strong in accounting, try to find a club whose greatest needs are in that area.

Try to determine the membership needs. Does the job require heavy personal contact, while you prefer the role of administrator? Are you able to cope with any distinctive regional or group needs? These points are the most basic ones to consider before selecting a club. They may be answered in greater depth in a personal interview, along with other more specific questions regarding club policy.

EVALUATION FORM FOR SELECTING A CLUB

Typically, when an employer begins the process of developing selection criteria (i.e. candidate specification) for use in the interview, the first step is to review certain key factors relating to both the position as well as the department in which the position is located. This usually includes such things as the job description, department business plan, department objectives and specific business objectives. CMAA has two excellent documents to help a club define its expectations when hiring a new manager — the Candidate Position Profile and the Performance Goals/Expectations Profile.

While reviewing these factors, the employer attempts to determine key functions and responsibilities of the position, and then translates those into those technical qualifications felt to be essential to good job performance.

Although you may not have all of those factors available to you, in most cases it is at least possible to secure a copy of the job description from the employer in advance of the interview. Clubs will, in most cases, release the profile documents as well. Most employers will be willing to provide copies of these documents only if you ask for it. Once you have obtained a copy of the job description, you are in a position to go through the same type of position analysis that the employer will likely go through in translating the requirements of the position into a candidate specification. The following questions will help you to conduct a fairly complete analysis of the position. (Adapted from The Complete Job Search.)

1. What are the key functions for which this position is available?

2. Which of these functions are most important to job success?

3. In which of these functions is it essential that the candidate have experience? How much and what kind?

4. What are the principal, ongoing responsibilities of this position (i.e, the ongoing results expected of the job)?

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5. What technical knowledge and skills are needed by the candidate to achieve these required results on an ongoing basis?

6. What are the key technical issues and problems to be solved by the incumbent in this position?

7. What technical knowledge and skills must a candidate have to successfully solve these problems and address these issues?

8. What level and type of formal education is likely required to equip a candidate to successfully handle the technical aspects of this position?

By answering these questions, you will be able to match your skills with the skills needed for successful job performance when reviewing/preparing for an interview when judging a club as a potential employer.