

# JOB DESCRIPTIONS

---

A job description is a summary of the important facts about a particular job. Depending on the work to be done, a job description can be either very detailed or straight forward. It is a written record of:

- what is to be done
- how it is to be done, and
- why it is done

It also indicates the skills, responsibilities and authority involved and the position's relationship to other positions in the club.

Keep in mind that a job description is concerned only with the basic requirements of the job, not how well a certain individual performs it.

Five areas should be addressed when developing a job description:

1. Details which identify and describe the job
2. The skills and education required to do the job
3. The responsibilities and lines of communication and authority
4. The demands of the job
5. The working conditions and relationships associated with the job.

As club memberships grow and the demand for member services increases, the role and responsibility of the General Manager/Chief Operating Officer also increases. This position demands a manager who is familiar with the different aspects of the club industry ranging from club renovation to cost controls and labor laws. The result of this trend is the need for a well-defined concept of the General Manager/Chief Operating Officer position at your club.



# GENERAL MANAGEMENT

---

## SAMPLE JOB DESCRIPTION

### I. POSITION

General Manager/Chief Operating Officer (COO) (1.1)

### II. Related Titles

Club Manager; Club House Manager

### III. Job Summary

Serves as chief operating officer of the club: manages all aspects of the club including its activities and the relationships between the club and its Board of Directors, members, guests, employees, community, government and industry. Coordinates and administers the club's policies as defined by its Board of Directors. Develops operating policies and procedures and directs the work of all department managers. Implements and monitors the budget, monitors the quality of the club's products and services, and ensures maximum member and guest satisfaction. Secures and protects the club's assets, including facilities and equipment.

### IV. Job Tasks (Duties)

1. Implements general policies established by the Board of Directors; directs their administration and execution
2. Plans, develops and approves specific operational policies, programs, procedures and methods in concert with general policies
3. Coordinates the development of the club's long range and annual (business) plans
4. Develops, maintains and administers a sound organizational plan; initiates improvements as necessary
5. Establishes a basic personnel policy; initiates and monitors policies relating to personnel actions and training and professional development programs
6. Maintains membership with the Club Managers Association of America and other professional associations. Attends conferences, workshops and meetings to keep abreast of current information and developments in the field
7. Coordinates development of operating and capital budgets according to the budget calendar; monitors monthly and other financial statements for the club; takes effective corrective action as required
8. Coordinates and serves as ex-officio member of appropriate club committees



# GENERAL MANAGEMENT

---

## SAMPLE JOB DESCRIPTION

9. Welcomes new club members; “meets and greets” all club members as practical during their visits to the club
10. Provides advice and recommendations to the President and committees about construction, alterations, maintenance, materials, supplies, equipment and services not provided in approved plans and/or budgets
11. Consistently assures that the club is operated in accordance with all applicable local, state and federal laws
12. Oversees the care and maintenance of all the club’s physical assets and facilities
13. Coordinates the marketing and membership relations programs to promote the club’s services and facilities to potential and present members
14. Ensures the highest standards for food, beverage, sports and recreation, entertainment and other club services
15. Establishes and monitors compliance with purchasing policies and procedures
16. Reviews and initiates programs to provide members with a variety of popular events
17. Analyzes financial statements, manages cash flow and establishes controls to safeguard funds. Reviews income and costs relative to goals; takes corrective action as necessary
18. Works with subordinate department heads to schedule, supervise and direct the work of all club employees
19. Attends meetings of the club’s Executive Committee and Board of Directors
20. Participates in outside activities that are judged as appropriate and approved by the Board of Directors to enhance the prestige of the club; broadens the scope of the club’s operation by fulfilling the public obligations of the club as a participating member of the community

### **V. Reports to**

Club President and Board of Directors

### **VI. Supervises**

Assistant General Manager (Club House Manager); Food and Beverage Director; Controller; Membership Director; Director of Human Resources; Director of Purchasing; Golf Professional (Director of Golf); Golf Course Superintendent; Tennis Professional; Athletic Director; Executive Secretary



# CLUB HOUSE DEPARTMENT

---

## SAMPLE JOB DESCRIPTION

### **I. POSITION**

Assistant General Manager (3.1)

### **II. Related Titles**

Club House Manager; Assistant Manager; Assistant Club Manager; Assistant Club House Manager

### **III. Job Summary**

Works closely with the General Manager/COO. Responsible for the general operation of staff functions relating to Rooms, Housekeeping, Maintenance/Repair and Security. (Supervises the work of the directors of these departments.) Responsible for operation of all aspects of the club in the absence of the General Manager and performs specific tasks as requested by him/her.

### **IV. Job Tasks (Duties)**

1. Manages all aspects of the club in the absence of the General Manager/COO
2. Approves plans, budgets, staffing and general operating procedures for the Rooms, Housekeeping, Maintenance/Repair and Security Departments
3. Monitors the budget and directs the taking of corrective action as necessary to assure that budget goals are attained
4. Functions as an administrative link between departments
5. Monitors internal cost control procedures
6. Coordinates training programs
7. Assists the General Manager/COO in developing/implementing long-range and annual plans, operating reports, forecasts and budgets
8. Monitors safety conditions and employees' conformance with safety procedures; updates emergency plans and procedures and assures that effective training for these programs is conducted in all departments
9. Maintains contact with members and helps assure maximum membership satisfaction
10. Receives, investigates and acts upon complaints from club members, guests and employees
11. Assures that the club's preventive maintenance and energy management programs are in use
12. Participates in on-going facility inspections throughout the club to assure that cleanliness, safety and other standards are consistently attained.
13. Serves as an ad-hoc member of appropriate club committees

### **V. Reports to**

General Manager/COO

### **VI. Supervises**

Executive Housekeeper; Chief Engineer; Director of Security; Valet; Coat Checker



# FOOD AND BEVERAGE DEPARTMENT

---

## SAMPLE JOB DESCRIPTION

### FOOD AND BEVERAGE DEPARTMENT

#### I. POSITION

Food/Beverage Director (2.1)

#### II. Related Titles

Food/Beverage Manager; Food and Service Manager; Dining Services and Beverage Director (Manager); Food Manager; Maître d' Hotel

#### III. Job Summary

Responsible for all food and beverage production and service for the club. Directly supervises the Executive Chef, Catering Manager, Beverage Manager, Banquet Manager, Restaurant Manager and managers of all other outlets such as snack bars, halfway houses, etc. Plans and implements budgets, hires, trains and supervises subordinates and applies relevant marketing principles to assure that the wants and needs of club members and guests are consistently exceeded.

#### IV. Job Tasks (Duties)

1. Develops an operating budget for each of the department's revenue outlets; after approval, monitors and takes corrective action as necessary to assure that the budget's sales and cost goals are attained
2. Assures that effective orientation and training for new staff and professional development activities for experienced staff are implemented
3. Inspects to ensure that all safety, sanitation, energy management, preventive maintenance and other standards are consistently met
4. Assures that all standard operating procedures for sales and cost control are in place and consistently utilized
5. Helps plan and approve external and internal marketing and sales promotion activities for the food operation
6. Helps plan and approve the organizational chart, staffing and scheduling procedures and job descriptions/specifications for all department staff
7. Manages the long-range staffing needs of the department
8. Approves the menus proposed by the Executive Chef for all outlets and special events
9. Establishes quantity and quality output standards for personnel in all positions within the department
10. Ensures that all legal requirements are consistently adhered to, including wage and hour and federal, state and/or local laws pertaining to alcoholic beverages
11. Researches new products and develops an analysis of the cost/profit benefits
12. Maintains documentation of food and beverage departments



# FOOD AND BEVERAGE DEPARTMENT

---

## SAMPLE JOB DESCRIPTION (CONTINUED)

13. Implements policies and procedures for food and beverage departments
14. Monitors the ordering and receiving program for products and supplies to ensure proper quantity and price on all purchases
15. Reviews new techniques for food preparation and presentation in a manner and variety to maximize member and guest satisfaction and to minimize food cost
16. Consults with the Executive Chef, Catering Director and Purchasing Agent daily to help assure the highest level of guest satisfaction at minimum cost
17. Greets guests and oversees actual service on a routine, random basis
18. Helps develop wine lists and bottle/glass wine sales promotion programs
19. Develops on-going training programs for food production, service and bar production/service personnel
20. Continually works to ensure correct handling procedures to minimize china and glassware breakage and food waste
21. Personally handles selected member and guest complaints and advises the General Manager about appropriate corrective actions taken
22. Develops interesting ways of promoting club functions in the dining room and lounges
23. Maintains responsibility for sales, expenses and profit goals as outlined in the Food and Beverage Department's operating plans/budgets
24. Serves as an ad-hoc member of appropriate club committees
25. Assists in planning and implementing of procedures for special club events and banquet functions

### **V. Reports to**

General Manager/COO

### **VI. Supervises**

Executive Chef; Catering Manager; Beverage Manager; Banquet Manager; Dining Room Manager; Outlet Manager



# FOOD AND BEVERAGE DEPARTMENT

---

## SAMPLE JOB DESCRIPTION

### FOOD AND BEVERAGE DEPARTMENT

#### I. POSITION

Dining Room Manager (2.34)

#### II. Related Titles

Restaurant Manager/Supervisor/Director; Dining Service Director; Host/Hostess; Receptionist; Captain; Maître D'

#### III. Job Summary

Responsible for management of dining room service in the manner most pleasing to members and their guests. Assures a high standard of appearance, hospitality and service in personnel and cleanliness of dining room. Supervises and trains dining room staff; manages within budgetary restraints; develops/implements programs to increase sales (repeat business and higher check averages).

#### IV. Job Tasks (Duties)

1. Schedules personnel and plans room set-up based upon anticipated guest counts and client needs
2. Takes reservations and checks table reservation schedules
3. Greets and seats members and guests
4. Carefully supervises to help assure proper service; pours coffee and takes orders when necessary
5. Inspects dining room employees to ensure that they are in proper and clean uniforms at all times
6. Hires, trains and supervises dining room staff
7. Provides appropriate reports concerning employee hours, schedules, pay rates, job changes, tip pools, etc.
8. Receives and handles complaints concerning food, beverages or service
9. Serves as liaison between the dining room and kitchen staffs
10. Assures that all side work is accomplished and all cleaning of equipment and storage areas is completed according to schedule
11. Directs pre-meal meetings with dining room personnel. Relays information and policy changes and briefs personnel



# FOOD AND BEVERAGE DEPARTMENT

---

## SAMPLE JOB DESCRIPTION (CONTINUED)

12. Assures the correct appearance, cleanliness and proper set-up of the dining rooms. Checks the maintenance of all equipment in the dining room and reports deficiencies
13. Makes suggestions about improvements in dining room procedures and layout
14. Produces daily/meal period sales analyses and other reports from the electronic data machine(s) used in the dining room
15. Assures that the dining room and other club areas are secure at the end of the business day
16. Keeps an inventory of dining room items including silverware, coffee pots, water pitchers, salt and pepper holders and sugar bowls
17. Develops and maintains the guest dining room reservation system
18. Develops and implements an on-going marketing program to increase dining room business
19. Develops and supervises sales income control system
20. Monitors dining room labor and supplies budget; makes adjustments as necessary to achieve financial goals

**V. Reports to**  
Food and Beverage Director

**VI. Supervises**  
Captain (Dining Room Supervisor)





# FOOD AND BEVERAGE DEPARTMENT

---

## SAMPLE JOB DESCRIPTION

### FOOD AND BEVERAGE DEPARTMENT

#### I. POSITION

Catering Manager (2.24)

#### II. Related Titles

Special Events Manager; Account Executive; Catering Director

#### III. Job Summary

Promotes the club's dining facilities for private banquet, business and social meetings, and other member-related activities. Develops contracts for and oversees all administrative and operational aspects of preparing and serving events. Works with banquet and other departments to assure that the guest's expectations are exceeded.

#### IV. Job Tasks (Duties)

1. Promotes the club social event facilities to all members
2. Helps guests arrange banquets, luncheons, meetings, weddings, dances and other social events; obtains pertinent information needed for guest planning
3. Provides guest tours and offers suggestions in efforts to sell the merits of the club's facilities for the occasion being planned
4. Works with Chef to determine selling prices for catered events; oversees the development of contracts
5. Suggests menu and helps guests plan menu in conjunction with the Executive Chef and/or other culinary personnel
6. Transmits necessary information to and conducts event planning with production, serving and housekeeping staffs; arranges for printing of menu and procuring of decorations and entertainment
7. Inspects finished arrangements; may be present to oversee the actual service and greeting of guests
8. Checks special function sheets against room set-up, oversees personnel scheduling for special functions and may help supervise service personnel
9. Oversees scheduling of periodic food and beverage service employee meetings to assure correct interpretation of club policies
10. Handles client complaints
11. Maintains past and potential client files; schedules calls/visits to assess on-going needs of prospective clients for catering services
12. Helps develop catering sales budgets; reviews financial reports and takes corrective actions as appropriate
13. Helps guests with parking, entertainment, decorations, audio/visual and any other requirements integral to events being planned

#### V. Reports to

Food and Beverage Director

#### VI. Supervises

Catering Account Executive



# SAMPLE JOB DESCRIPTIONS FOR THE PRIVATE CLUB INDUSTRY

---

The following pages include generalized sample job descriptions for many of the positions most commonly found in private club operations. Because each club operation is unique, these sample position descriptions will be most useful if customized for a particular operation.

Further, job descriptions and actual duties may not always coincide. Due to the dynamic nature and diversity of work required in club management, it would be unrealistic to expect strictly outlined job descriptions to apply in every case. Job responsibilities may overlap categories at any given point in time. Under normal operations, it would be understandable to ask employees occasionally to perform work outside their normal job descriptions.

A complete set of job descriptions in the private club industry is available through CMAA's book distribution center:

**CALL** CMAA Fulfillment

Toll Free: (800) 847-6977

International Customers call: (301) 705-9940

M-F 9:00 a.m. - 5:00 p.m. EST

**FAX** 24 hours a day (301) 843-0159

**MAIL** your order to:

CMAA Fulfillment Center

P.O. Box 753

Waldorf, MD 20604-0753

