Club Management Competency Areas for the General Manager/Chief Operating Officer

When designing your programs, you may want to consider the nine competency areas for certification:

I. Private Club Management

History of private clubs
Types of private clubs
Membership types
Bylaws
Policy formulation
Board relations
Chief Operating Officer concept
Committees
Career development

II. Food and Beverage Operations

Sanitation
Quality service
Menu development
Creativity in theme functions
Nutrition
Design and equipment
Pricing concepts
Food and beverage personnel
Ordering/receiving/controls/inventory
Developing a wine list
Food and beverage trends

III. Accounting and Financial Management

Accounting and finance principles
Financing capital projects
Uniform system of accounts
Audits
Financial analysis
Internal Revenue Service
Budgeting
Computer
Cash flow forecasting
Business office organization
Compensation and benefit administration
Long-range financial planning
IV. Human and Professional Resources

Employee relations
Time management
Management styles
Stress management
Organizational development
Labor issues
Balancing job and family responsibilities
Leadership vs. management

V. Management

Communication skills
Professional image and dress
Effective negotiation
Member contact skills

VI. Marketing

Marketing through in-house publications
Working with the media
Marketing strategies in a private club environment

VII. Golf/Sports and Recreation Management

Golf operations management
Golf course management
Tennis operations
Swimming pool management
Yacht facilities management
Fitness center management
Locker room management
Club job descriptions

VIII. External and Governmental Influences

Legislative influences
Privacy
Regulatory agencies
Club law
Economic theory
Liquor liability
Labor law
Internal Revenue Service
IX. Building and Facilities Management

Preventive maintenance
Housekeeping
Insurance and risk management
Security
Clubhouse remodeling and renovation
Laundry
Contractors
Lodging operations
Energy and water resource management