

**Standards of
Operation and
Performance
for Private Clubs**



CLUB RESOURCES

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STANDARDS OF OPERATION AND PERFORMANCE

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STANDARDS OF OPERATION AND PERFORMANCE

MEMBERSHIP RECOGNITION

Membership can be defined as a group of individuals joined together for a common purpose or who share similar interests and goals. To some, membership in a country club represents an investment for their business or the hope of increasing value in years to come. To others, it represents the reward for years of hard work and accomplishment.

Most importantly, membership in a club is about recognition. Some members are very open and demanding about being recognized, yet some are seemingly uninterested and avoid being noticed. But regardless of how a member demonstrates the need to be recognized, the overriding reason members join clubs is to feel special and privileged.

Recognition can come in many ways; seeing their name or picture in the club newsletter or bulletin board, by receiving trophies or certificates, having a bag tag on their golf bag and a membership card, by getting a personalized letter from the Club Manager, being noticed by the Golf Pro, Tennis Pro or Maitre D', or by signing for a drink or a meal. However, the most powerful form of recognition is hearing someone call them by their name.

As employees of a private club, the #1 Standard of Performance, in all cases, for all departments, and for every position, is to actively recognize members.

To recognize members in an "active" way means being alert, challenging your memory to remember names and faces, and keeping notes as to what each member likes. Teamwork is a great tool to help recognize members; such as tipping each other off as to the members' names as they approach. It seems amazing that, in some clubs, certain receptionists, food servers, locker room attendants, tennis or golf professionals, and even the grounds crew, can remember 500 club members' names -- sometimes their spouses and children's names as well. How do they do it? It is no secret -- they want to.

MISSION STATEMENT

At Private Creek Country Club, our mission is to create an atmosphere of recreation, fun, and camaraderie for our Members, and to strive to always be a source of pride and enjoyment for our Members, their guests, and our employees. We will accomplish this by maintaining high quality standards; facilities which offer our members recreation, resource, and relaxation; service that anticipates and satisfies; and an overall belief that when Members are treated properly the club will be at its best.

MINIMUM STANDARDS

The following standards are to be considered minimum standards for performance and operation of the Reception area of the club. By adhering to these standards, as guidelines, our members will benefit from our consistently high levels of quality in service, product, appearance, and attitude. These standards will allow us to stand out as professionals in our industry. However, these standards should serve as only a minimum -- we, as individuals and as a team, should always strive to be leaders in our industry by going beyond what is the minimum:

RECEPTION

This Department has 21 Sections containing 66 Quality Line Item Standards. The following are sample excerpts:

Member Recognition

- The Member will be greeted by name. Start by calling them by their surname (i.e. "Good morning Mr.---").

Phone Etiquette

- Phones will be answered within three rings.
- Phone calls are not to be "screened" to determine who the caller is, unless specifically instructed by a certain department manager and only for a specific situation or duration. Generally, all callers should be assumed to be Members or potential members. Members should not be given the impression that they are being screened. All calls should be taken by a staff member, unless that staff member is already on a call, engaged in a meeting, serving another Member, or out of the club.

Image and Neatness

- Chewing gum, eating candy, and smoking are not permitted while in the vicinity of the Reception Desk.

MEMBERSHIP

This Department has 30 Sections containing 73 Quality Line Item Standards. The following are sample excerpts:

Membership By Invitation

- As established and endorsed by a club's Board of Governors, "membership in the club is by invitation only." The Membership Director will ensure that only those candidates sponsored by an existing member in good standing of the club are invited for membership. Candidates must not only be sponsored for membership, but they should be compatible with the existing membership, and contribute vitality and sophistication to the club.

Orientation Sessions

- Every member deserves a thorough orientation of the club's facilities, services, amenities, programs, and policies. Members must be knowledgeable about the club and find ease in using it. If members do not understand the benefits of membership, they might not use or enjoy them. If they fully understand the value and "how their club works", they will feel greater comfort as new members and be willing to introduce their friends and associates for membership. The Membership Department is responsible for conducting a thorough orientation session for every new member.

New Member Application Procedures

- The Membership Director will maintain a prospective member checklist for each prospective new member in order to keep track of each prospect's status, which will include the following:
 - * Invitation letter
 - * Sponsors' letters
 - * Application
 - * Check received
 - * Board approval
 - * Circulation date
 - * Letter of Welcome
 - * Copy of Membership Certificate

Membership Record Keeping

- The Membership Director will maintain an individual file on each active member of the Club.

Salesmanship and Sales Ability

- The Membership Director will "network" among the current members by visiting them at the dining table, at the 1st tee, in the golf shop, etc., in order to develop a rapport and source of sponsorship of new members.

Budgeting and Business Planning

- The Membership Director will prepare an Annual Membership Business Plan to be completed and presented to the Club Manager by the prescribed date, each year. The business plan will include a Membership Marketing Plan, a Calendar of Membership Events and Activities, Timetable, and Membership Revenues and Expense Budget, and an associated set of written business plan assumptions.

CATERING

This Department has 20 Sections containing 66 Quality Line Item Standards. The following are sample excerpts:

Hours, Scheduling and Staffing

- The Catering Director will post any hourly employee schedules no later than 4 business days prior to the actual first day of that schedule.

Private Function Networking and Referrals

- The Catering Director will maintain a current list of all prospective private function users, including a list of corporations, individuals (members and non-members), associations and other groups and call on them periodically.
- The Catering Director will develop a "Recommendation List" of various types of vendors and services to be recommended to members and customers. The Catering Director will also be prepared to recommend other competitive facilities when the Club cannot accommodate a prospect's needs.

Sales Reporting

- The Catering Director will report to the Club Manager on a weekly basis

Record Keeping

- The Catering Director will maintain a cross-reference file (by name of member, group or company, date, and type of function) for all past functions, so as to be readily recallable for repeat business or other reference.

Organization and Time Management

- The Catering Director will conduct a Weekly Catering Meeting, covering each upcoming function (times, menus, set-up instructions, specific requests, outside service coordination, etc.). The Executive Chef, Service Director, Club Manager, Banquet Captains, and any other appropriate Department Manager will attend these weekly meetings.

Administrative Procedures

- Deposits will be collected and recorded, as per the Club Controller's instructions, for all non-member functions.

DINING ROOMS

This Department has 26 Sections containing 133 Quality Line Item Standards. The following are sample excerpts:

Uniforms

- All Service personnel will wear name tags while in the clubhouse.
- Servers must arrive for their shift in complete uniform. No street clothes or partial uniforms.

Payroll

- Time cards will be signed by all employees prior to the end of the pay period.

Training, Motivation and Development of Staff

- Each Server will be trained and certified in Alcohol Control and Awareness.

Table Set-up

- Tablecloths should be placed on tables with hems under or down and no seams showing.
- The set-up of breakfast and lunch buffet tables must be checked and approved by the Chef-on-Duty at least 30 minutes before service begins.

Table Service Correctness

- Server should greet each newly seated table within 30 seconds, recognizing the host by name if possible (example: "Good afternoon, Mr. may I offer you and your guest a beverage?").
- Take orders according to seat number and begin with ladies and guest, if the host is obvious. Hosts should be approached last.

Knowledge of Menu and Other Specials

- Servers will study and know each item on the printed menu, each price and be able to describe each item in detail.

Alcohol Control and Awareness Procedures

- Each Server will demonstrate knowledge of the liquor laws and their responsibilities in the service of alcoholic beverages.

Lighting, Ventilation and Temperature of Dining Room

- Setting for lights should be on with dimmers set at _____.
- Setting for the thermostat should be 74° Summer/68° Winter.

THE BAR

This Department has 28 Sections containing 111 Quality Line Item Standards. The following are sample excerpts:

Bar Service Correctness

- If another member is waiting for a drink, place a cocktail napkin in front of them and state, "I will be right with you Mr."
- Always pour shots and martinis directly in front of the member.
- Saying good bye is the best time to reinforce a good experience. It is also the best time to use the member's name if you did not know it in the beginning.

Speed

- Drink orders will be prepared efficiently and as quickly as possible.

Style and Personality

- Bartenders will adapt their own personalities and create an atmosphere that is suitable to the guests.
- The Bartender should be careful not to dominate the conversation at the Bar.
- Wit and humor is a special attribute and should be used judiciously. It can also make a memorable experience out of a mundane one. Look for signs that it is being received well.

Alcohol Control and Awareness Procedures

- Bartenders will notify the Supervisor as to any obviously intoxicated individual or any individual who displays potential for driving under the influence.

Bar Preparation and Readiness

- The bar will remain open and ready to serve members and guests, according to the club's Hours of Operation, unless authorized by the Club Manager.

Inventory and Storage

- A daily inventory of in-use liquor will be taken prior to closing each day.

Liquor Ordering

- All liquor orders require a Purchase Order to be filled out and a copy placed in the Order File.
- No wines, except for house wines, may be ordered unless they are on an approved wine list or it is for a confirmed, private function contract.

THE KITCHEN

This Department has 26 Sections containing 109 Quality Line Item Standards. The following are sample excerpts:

Menu Planning and Organization

- The Chef-On-Duty will produce a Daily Kitchen Plan to include the specials of the day, preparation responsibilities, sidework duties, orders, and daily appointments. This Daily Kitchen Plan will be produced for the following day and posted in a central kitchen location the staff to refer to.

Menu Pricing

- The menu will be priced so that the overall Food Cost percentage will be kept within 34 - 40%.

Ordering

- An Ordering File will be maintained indicating the items ordered, date of order, date of anticipated delivery, and any special instructions or notes. This Ordering File will be used to reference each delivery that is received.

Receiving

- All orders will be counted, weighed, verified, and inspected for quality, freshness, age, date, ripeness, size, count, and color. The receiving person will initial all invoices as being received. Meats will be removed from their box and weighed for "Net" weight. Invoices should reflect Net Weight.

Plate Presentation

- Plate presentation will be consistent with the menu description.

Kitchen Cleanliness and Sanitation

- The Executive Chef will conduct a kitchen cleaning training orientation with each new kitchen employee.
- Ovens, ranges, steamers, and grills will be cleaned after every meal shift and be free of surface or loose grease and food particles. Equipment will be "Super-cleaned" weekly on a rotating basis.
- Cutting boards and cutting surfaces will be cleaned and sanitized after every use.

SNACK BARS

This Department has 22 Sections containing 88 Quality Line Item Standards. The following are sample excerpts:

Hours, Scheduling and Staffing

- The Snack Bar Manager will schedule and staff for proper coverage for all hours of operation and make necessary adjustments for special functions and events.

Tournament and Events

- The Snack Bar Manager will coordinate with the Club Manager for all tournaments, outings, and member events.

Snack Bar Hours, Scheduling and Staffing

- The Snack Bar will be open from 11:00 a.m. and will remain open until 5:00 p.m. weekdays and 6:00 p.m. on weekends.

Inventory Records

- Inventories will be taken by one person calling out from shelf to be written down by a second person to the sheet.

Snack Bar Maintenance and Operation

- Inform the Executive Chef, allowing ample ordering and preparation time, before items run out and before taking items from kitchen storage or kitchen refrigerators.

Cleanliness and Sanitation

- Ice machines will be cleaned and free from mildew and algae.
- Storage racks and shelving will be cleaned daily and free of dust and grime.

Closing and Clean-up Procedures

- The Snack Bar will be thoroughly inspected at the end of each day before the closing employee leaves. The Club Manager or a designated supervisor will conduct this inspection daily .

- All equipment will be turned off, unplugged and secured, and the area locked up when closing.

LOCKER ROOMS

This Department has 28 Sections containing 108 Quality Line Item Standards. The following are sample excerpts:

Locks and Lockers

- The Locker Room Attendants will maintain a Master Locker List.
- The Master Locker List will be updated and reconciled to the Members' Billing Statement, monthly.
- Guests will not be given keys to guest lockers. The Locker Room Attendants will open each locker with the master key.
- The carpet will be free of dust, dirt, lint, and powder at all times.

Restrooms

- The Restroom Maintenance Checklist will include the following:
 - * Towels will be fully stocked at all times.
 - * Paper towels will be stacked near sinks.
 - * Mirrors will be cleaned with window cleaner daily and as needed .
 - * Sinks will be wiped down and cleaned with bathroom cleaner daily and as needed.
 - * Toiletries will be kept consistently full, stocked, clean and orderly, according to the Toiletries Supplies list.

Spa Areas

- Thermostat controls will be covered and locked.
- No glasses, cups, bottles, or cans will be allowed in the Spa areas.

Towels and Toiletries

- Two types of towels will be available: (1) A high quality, heavy weight type for the shower areas and, (2) a smaller hand towel of lesser quality for use on golf carts, golf course, and tennis courts. These should be segregated and available.

Shoe Care and Shoe Room

For New Golf Shoes:

- * Lace shoes.
- * Remove spikes (except plastic).

- * Spray rust inhibitor or silicon lubricant into spike wells.
- * Re-install and tighten with spike wrench, tighten plastic spikes.
- * Apply compatible color polish to colored shoes, neutral cream to white shoes.

Card Room/19th Hole

- Tables will be kept clean and neat at all times.

- Playing cards and other gaming supplies will be kept in proper supply and available.

ADMINISTRATION AND ACCOUNTING

This Department has 31 Sections containing 151 Quality Line Item Standards. The following are sample excerpts:

Office Organization and Neatness

- The Club offices, files, hallways, and closets will be kept free of clutter and unnecessary papers.
- All Administrative and Accounting Staff will use "To-Do" lists.

Charge Slip Control and Cash Accounting

- All Member Charge Slips will be numbered in sequence and recorded.

Member Statements and Accounting

- Member Statements will be computed, audited, and mailed before the 25th of each month.

Payroll

- Employee paychecks will be ready for distribution by 12:00 Noon on Friday.
- Employee timecards will be signed, audited, and totals verified each pay period prior to preparing the checks.

Bank Statements and Cash Accounting

- The Club Controller will maintain adequate records of all money market or checking accounts and other cash assets and will ensure that these accounts are insured by the FDIC. These accounts will never exceed the insured coverage limits.

General Ledger

- The Club Controller will maintain a Chart of Accounts that is consistent and integral with the General Ledger.

Insurance

- Coverages should be maintained at a minimum of ___(*Club should specify minimum insurance coverage levels*)___.

Other Administration

- The Club Controller will maintain close contact and good relations with the club's bank and officer in charge of the club's account.

CLUBHOUSE MAINTENANCE

This Department has 27 Sections containing 86 Quality Line Item Standards. The following are sample excerpts:

Entry Way

- The entry way will be swept clean a minimum of twice daily.

Repair and Maintenance

- All damaged or malfunctioning clubhouse fixtures and furniture will be immediately reported to the Club Engineer.

Walls, Windows, and Ceilings

- Ceilings will be free from dust and cobwebs.

Clubhouse Supplies / Ordering

- High usage item inventories such as toilet paper, paper towels, and garbage bags will be maintained at a minimum of one case in reserve.

Receiving Supplies

- All supplies will be immediately stored in the appropriate secured storage area.

Preventative Maintenance

- The interior sprinkler system will be inspected semi-annually by a licensed professional.
- All certificates of inspection will be kept on file with the Club Engineer.

First Aid and Safety

- A well-stocked first aid kit will be located in the Club Office, Kitchen, Building Maintenance Office, Grounds Maintenance Office, and Pool Office, and will be used solely for emergency and immediate care conditions.

THE GOLF SHOP

This Department has 29 Sections containing 184 Quality Line Item Standards. The following are sample excerpts:

Membership Development and Referral

- Golf Shop Staff will know correct procedures for "walk-in" or "call-in" membership inquiries.

Tee Time Reservations

- Know who you are speaking with and whether or not they are a Member of the club. An updated Member Roster will always be kept readily available for staff use in becoming familiar with names.
- All Golf Shop Staff will be aware of events which will affect tee time situations and announce them to callers when necessary. Tee Sheets will be marked for events no later than thirty days prior to the event by the First Assistant or assigned staff member.

Bag Handling

- The Golf Shop Staff will be responsible for the recording of each bag in the storage area and for proper billing. Records will be kept on file in the Golf Shop while a comprehensive listing will be kept in the bag room for location reference.
- After use and cleaning, bags will be returned to their bag storage slot or placed at the bag drop.

Cart Preparation and Maintenance

- Golf Cart Staff will be responsible for daily maintenance and preparation of the golf cart fleet (tire check, scorecard, tees, pencils, cups and towels).

Practice Range

- Range is to be checked often during the peak days to ensure adequate supply of range balls at all times.

Tournament Coordination

- Each staff member will be assigned duties and responsibilities for each event by the First Assistant. A Tournament Set-Up Sheet will be distributed with these assignments and with dates for completion.

THE GOLF COURSE AND GROUNDS

This Department has 42 Sections containing 179 Quality Line Item Standards. The following are sample excerpts:

Operation and Care of Equipment

- Always check oil and gas levels before driving any machinery. Make sure the cutting heights are adjusted properly by ensuring roller adjustment and blade to reel clearance cuts paper before going into the field.

Course Set Up

- The putting green will have its cups changed twice weekly. Practice green areas will be changed weekly.

Greens Maintenance

- Greens speeds will be maintained at a 9-10 foot reading on the stepmeter for daily play.

Tees Surfaces

- Tees will be maintained at a cutting height of between 3/8" to 9/16" depending on environmental conditions and special events.

Fairways and Green Approaches

- Mowing height will be kept between 1/2" to 9/16", depending on environmental conditions, growth rate or special events.

Practice Area and Driving Range

- The Driving Range tee will be mowed 3 to 5 times weekly, based on climatic conditions, with a triplex reel mower. Mow patterns will vary in order to provide a very aesthetic presentation to the clubhouse facility and superior practice surface. Seeding divots will be done in conjunction with the Golf Shop staff.

Irrigation

- The golf course shall be watered to fit the needs of the turfgrass and to enhance its playability by maintaining its surfaces as firm as possible.

Fertilizers and Chemical Applications

- Basic fertilizer schedules are to be established based on soil tests to maintain healthy turf and adjusted to meet environmental conditions and water quality standards.

TENNIS

This Department has 24 Sections containing 151 Quality Line Item Standards. The following are sample excerpts:

Retail Service and Merchandising

- Floor and rack displays will be changed, at the least, on a bi-weekly basis.
- Theme and window displays will be changed monthly.

Court Maintenance and Preparation

- All asphalt and concrete courts will be blown/swept/roll-dried and inspected before beginning daily play. No puddles, debris, dust, or dirt on the playing surface.
- All clay or har-tru courts will be rolled, lines reset, and inspected before beginning daily play, wet down, and rolled, as needed. No line tacks or nails sticking up.
- All nets, posts, and center straps will be checked and set daily at proper heights and tightness.

Tournament and Events

- The Head Tennis Professional will maintain an active Tennis Schedule that will include a variety of tournaments, leagues, and events for: Juniors, Men's, Ladies', Couples' and Member Guests.

Community Relations

- The local high school varsity tennis team will have designated access to Club courts during the regular tennis season free of charge. All playing times must be cleared with the Head Tennis Professional prior to arriving at the club.

Practice Balls

- Practice balls will be of good quality, color, and bounce, and will be picked up after each use.

POOLS

This Department has 25 Sections containing 98 Quality Line Item Standards. The following are sample excerpts:

Towels

- The Pool Area will provide hand towels for members' use.
- Towels will be cleaned and stacked fresh daily. The supply of towels should be adequate for each peak session and re-stocked immediately after peak.

Pool Maintenance

- Check Pool water chemical balances:
 - pH Balance should be 7.2 - 7.6
 - Chlorine or Bromine should be 1.5 - 2.0
 - Bromide should be 2.0 (max.) for pools, 2.5 (max.) for whirlpools

Decks

- Deck chairs and lounge furniture will be wiped down daily before opening.

Bathrooms/Showers

- Floors will be cleaned with a disinfectant daily.
- Toilets, urinals, and sinks will be cleaned with a disinfectant daily.

Child Supervision

- Children under 12, who are not accompanied by a parent or guardian, will not be allowed to use the swimming pool.
- Kiddy Pool is to be drained daily and cleaned.

Lost and Found

- Each lost item will be tagged with the date found, location found, and then bagged.

FITNESS AREA

This Department has 38 Sections containing 21 Quality Line Item Standards. The following are sample excerpts:

Sign-up and Registration

- The Fitness Center will be responsible for getting all Members and their guests to register before using the Fitness Center.

Staffing

- All aerobic classes will be taught by Aerobic Instructors whom are Certified Exercise Physiologist or other recognized certification.

Hours of Operation

- The Fitness Center will be open and ready by 6:00 a.m. each morning.

Aerobics

- The Aerobics Schedule will provide a variety of aerobic levels, alternating so as to provide a regular class schedule during peak times (early morning, mid-day, and evening classes).

Personal Fitness Program

- The Fitness Staff will maintain the Members' Personal Fitness Program Cards. Cards will be easily accessible to Members, and have additional cards available.

Televisions and Stereo Systems

- Televisions will be located in direct view from stationary bikes, treadmills, stair machines, and all other aerobic machines.

Free Weights

- Free weights will be kept in a neat and orderly manner. The Fitness Staff is responsible for placing free weights back in order when no one is using them.
- Cleaning towels and spray cleaner will be conveniently available for Members to clean up after each use.

Equipment Maintenance

- Fitness equipment will wiped down with disinfectant/deodorizing cleaner daily, and as needed throughout the day.

