Clubhouse Maintenance

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Men’s Restroom

Job Descriptions for Clubhouse Personnel

Assistant General Manager
Executive Housekeeper
Chief Engineer
Director of Security
Valet
Coat Checker
Houseperson (Custodian)
Laundry Manager
Laundry Attendant
Repair/Maintenance Manager
Repair/Maintenance Mechanic
Mission Statement
ABC Country Club is a private, social and recreational organization whose purpose is to create a sense of family and community among its members by providing the highest quality services and beautiful settings with unsurpassed facilities in a fiscally responsible manner.

Minimum Standards
The following standards are considered minimum standards for performance and operation of the Clubhouse maintenance 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 only as 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.

Member Recognition
- Members will be greeted by name. Start calling them by their surname.
- The Clubhouse Maintenance staff will remember the members’ comments and suggestions and pass them along.

Phone Etiquette
- Phones will be answered within three rings.
- Every phone call will be answered by saying: “Good Morning. ABC Country Club. This is (name). How may I help you?”
- During the phone conversation, the staff member will learn the caller’s name and use it when ending the conversation.
- Phone calls are not to be “screened” to determine who the caller is, unless specifically instructed by a certain department head and only for a specific situation. 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, in a meeting, servicing another member or out of the Club.

Attitude of Staff
- Attitude is as much a part of the job as skill, knowledge, experience and procedure. The following is a set of expectations regarding an employee’s attitude at ABC Country Club:
  - Smile, regardless of your mood. We are in the hospitality business.
  - Be pleasant (your voice should have a smile in it also).
  - Be a “we” person; be a team player and help out.
  - Show enthusiasm and patience.
  - Don’t procrastinate or wait for others to do the task at hand.
  - Try to exceed expectations.
  - Fill idle time with productive effort; you can always clean, polish, pick up or organize.
  - Ask, “How may I help you?”
• Take pride and ownership.

Uniforms
• Approved uniforms will be worn at all times in view of the members, guests or customers.
• Uniforms must be clean and free from wrinkles.
• Uniforms are Club property and should be cared for properly. Only normal and reasonable wear and tear will be acceptable. Uniforms should be returned to the Club in the event of termination of employment. Uniforms must be returned prior to obtaining the final paycheck.
• All clubhouse employees and staff will wear nametags at all times.

Reception Area
• Every employee is responsible for ensuring that a person entering the clubhouse is greeted and assisted in some way. This includes asking them if they are a member, a guest, or there for a meeting.

Restrooms
• Restrooms will be maintained according to the approved Restroom maintenance checklist.
• The Restroom maintenance checklist will include the following:
  o Paper towels will be stacked near sinks.
  o Mirrors will be cleaned with window cleaner daily and as needed.
  o Sinks will be wiped down and cleaned with bathroom cleaner daily and as needed.
  o Toiletries will be kept consistently full, stocked, clean and orderly.
  o Toilets and urinals will be cleaned with bathroom cleaner daily and as needed.
  o Floors will be mopped with disinfectant twice daily and as needed during the day.
  o Toilet paper will be stocked with second roll available at all times.
  o Shelves will be wiped daily and as needed.
  o Stalls and doors will be cleaned daily with bathroom cleaner.
  o Combs and brushes will be kept in good condition and cleaned daily.
• Toilet paper will be double ply, soft type, household grade.
• All employees will be responsible to ensure that toilets and urinals are functioning properly and free from clogs.
• Any damaged or malfunctioning restroom fixtures will be reported immediately to the building engineer.

Entryway
• The entryway, located at the top of the main clubhouse steps, will be kept clear of all debris, dust and obstructions.
• The entryway will be swept clean a minimum of twice daily.
• The entryway windows and glass doors will be cleaned twice weekly.

Repair and Maintenance
• All damaged or malfunctioning clubhouse fixtures and furniture will be immediately reported to the building engineer.
• Interior Flowers and Plants
  • The clubhouse will be accented with live interior plants and flowers. Flowers will be placed in fresh water daily by the janitorial or housekeeping staff, unless the Club is using a plant maintenance service.
  • All plants will be placed within a water-containing tray so as to not damage the carpet.
  • Plants will be watered, fed and pruned regularly by the janitorial or housekeeping staff.

Walls, Windows and Ceilings
  • Walls and windows will be kept free of dust and fingerprints.
  • Ceilings will be free from dust and cobwebs.
  • Wood paneling will be cleaned once a month with a wood preserving cleaner.

Carpet and Other Flooring
  • Carpet and other flooring will be swept and vacuumed twice daily.
  • Carpet will be professionally cleaned quarterly, spot cleaned monthly.
  • Carpets will be free from worn or frayed spots and noticeable traffic patterns.

Furniture
  • Furniture will be free from dust, dirt and stains and in good working condition.
  • All chairs will be kept free of broken parts, splinters, nicks and gouges.
  • All chairs will be solid with no loose joints. Chairs removed for service will be fixed as quickly as possible.

Clubhouse Supplies/Ordering
  • All supply orders require that a purchase order be completed and placed in the order file.
  • 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
  • Locate purchase order from order file and match quantities and types to shipment.
  • Items which do not have a complete purchase order will not be accepted.
  • All supplies will be immediately stored in its appropriate secured storage area.

Storage Rooms
  • All items needed from storage will be requisitioned through the building engineer.
  • Storage rooms will be secured, will lit and free from debris.
  • Storage rooms will only be accessible to the building engineer or a specifically-authorized employee.

Heating, Ventilation and Air Conditioning
  • The climate control system in the Clubhouse will be turned off every evening after the Dining Room and Golf Shop are closed.
  • The climate control system in the Fitness Center and Aerobics Room will be turned off every evening after they are closed.
The climate control system will be turned on each morning when the Dining Room and Golf Shop open.

- The climate control system will always be set on “automatic.”
- Temperature settings (Summer 74 degrees/Winter 63 degrees).

Preventative Maintenance
- Heating, Ventilation and air conditioning will be inspected semi-annually by a licensed professional.
- The roof will be inspected annually by a licensed roofing specialist.
- The security system will be inspected annually by a licensed professional.
- All certificates of inspection will be kept on file with the building engineer.

First Aid and Safety
- A well-stocked first aid kit will be located in the club office and will be used solely for emergency and immediate care conditions.
- A comprehensive set of safety procedures shall be adhered to regarding equipment operation, handling of tools, chemicals, electricity, water, fuel and emergency response.
- All maintenance and repair procedures will be followed in accordance with the OSHA safety programs.
- Monthly mandatory safety meetings will be administered by the building engineer.

Budgeting and Business Planning
- The building engineer will prepare an annual clubhouse maintenance business plan to be completed and presented to the general manager by the prescribed date, each year. The business plan will include a preventative maintenance budget, capital improvement and replacement plan, timetable, staffing plan, departmental expense budget and an associated set of business plan assumptions.
<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Action Required</th>
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</thead>
<tbody>
<tr>
<td>1. Is the overall appearance orderly - tables in place, mats positioned, no debris around?</td>
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<td>2. Are tables and chairs cleaned and in good repair?</td>
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<td>3. Does any area require painting or touch-up?</td>
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<td>4. Is all glass and signage clean and being maintained?</td>
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<td>5. Is rug free from spots and vacuumed, especially in corners?</td>
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<td>6. Are the planters and plants being maintained and in good order?</td>
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<td>7. What is the condition of gameroom? Are games in good working condition, cabinets clean and organized, floor and walls clean?</td>
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<td>8. Is the beverage counter clean from top to bottom? (Check connection, under counter, soda nozzles, etc.)</td>
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<td>9. Are the refrigerators and freezer clean and in good working order? (Check gaskets and track, doors, vacuum compressor.)</td>
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<td>10. Is the salad bar clean from top to bottom? (Check under salad bar.)</td>
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<tr>
<td>11. What is the condition of restrooms? Are the toilet bowls clean, sink and fixtures polished, walls, floor and ceiling clean and in good repair?</td>
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<tr>
<td>12.</td>
<td>Are the fans clean and in good working order?</td>
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<td>13.</td>
<td>Are blinds clean and straight?</td>
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<td>14.</td>
<td>Has tile floor been scrubbed and wet-washed?</td>
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<td>15.</td>
<td>Is outside storage clean and organized?</td>
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</tbody>
</table>
Coat Check Area

*Place a check next to each item as it is checked.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does the floor need to be mopped?</td>
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<td>2. Have light fixtures been cleaned?</td>
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<td>3. Do coat hangers need to be painted or cleaned?</td>
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<td>4. Are new hangers needed?</td>
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<td>5. Has air conditioning vent been cleaned or painted, if needed?</td>
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<td>6. Has dividing mirror outside the check room area been cleaned and</td>
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<td>wiped?</td>
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<td>7. Has the plant stand been cleaned and polished with furniture polish?</td>
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<td>8. Does the area behind the screen need to be wiped?</td>
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<td>9. Other</td>
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</tbody>
</table>
**Employee Locker Rooms/Cafeteria**

*Place a check next to each item as it is checked.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. What is the overall organization of both areas? Is everything in place and in an orderly fashion?</td>
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<tr>
<td>2. Are the floors clean and waxed, especially in corners, under benches and around the walls?</td>
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<tr>
<td>3. Is the shower room clean - tiles scrubbed, ceiling free from mildew, lighting and fixtures in good order, cleaned and polished?</td>
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<td>4. Are the walls clean and free from graffiti and fingerprints?</td>
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<td>5. Are washrooms being attended, bowls cleaned, fixtures cleaned and polished?</td>
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<td>6. Are the vending machines clean from top to bottom?</td>
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<td>7. Is the serving counter clean and functioning? (Look underneath for debris.)</td>
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<td>8. Is the bulletin board current?</td>
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<td>9. Do railings need painting?</td>
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<td>10. Are pictures and awards clean and free from fingerprints?</td>
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<td>11. Is TV functioning and clean? (Check behind TV.)</td>
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<td>12. Has water fountain been cleaned and polished?</td>
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<tr>
<td>13. Other</td>
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</tbody>
</table>
**Front Foyer by Telephone Operator**  
*Place a check next to each item as it is checked.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Action Required</th>
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<tbody>
<tr>
<td>1. Has the telephone operator booth been gone through and cleaned or painted as needed?</td>
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<td>2. Have lamps been wet washed?</td>
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<td>3. Have mirrors been cleaned?</td>
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<td>4. Have candle sconces been polished and cleaned as needed?</td>
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<td>5. Has floor been damp mopped and waxed?</td>
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<td>6. Have sidestands been taken out and tops removed and cleaned?</td>
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<tr>
<td>7. Has telephone/switchboard been wet washed?</td>
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<td>8. Have baseboards been wiped and paint touched up as needed?</td>
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<td>9. Has china cabinet been polished, including the top?</td>
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<td>10. Have brass urns been polished?</td>
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<tr>
<td>11. Other</td>
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</tbody>
</table>
Main Lounge

*Place a check next to each item as it is checked.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Action Required</th>
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<tbody>
<tr>
<td>1. Has all wood on furniture been wet washed?</td>
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<td>2. Have all lamps been wet washed?</td>
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<td>3. Have all lampshades been dusted and vacuumed, if possible?</td>
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<td>4. Has all china decoration been washed?</td>
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<tr>
<td>5. Have all sidestands, coffee tables and furniture been wiped as needed?</td>
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<td>6. Have all baseboards been washed?</td>
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<tr>
<td>7. Have chandeliers been dusted, bulbs cleaned and wet wiped as needed?</td>
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<td>8. Have folding screens been wiped?</td>
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<td>9. Have brass planters been polished?</td>
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<tr>
<td>10. Are Oriental rugs straight without underlay showing?</td>
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<td>11. Is glass door clean?</td>
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<tr>
<td>12. Other</td>
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</tbody>
</table>
**Main Dining Room**

*Place a check next to each item as it is checked.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Action Required</th>
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</thead>
<tbody>
<tr>
<td>1. Have all brass fixtures been dusted?</td>
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<td>2. Have all globes been cleaned?</td>
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<td>3. Have light bulbs been wiped clean?</td>
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<td>4. Have vents been washed as needed?</td>
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<td>5. Has molding been dusted?</td>
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<td>6. Have mirrors in room been cleaned, including the frames?</td>
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<td>7. Are sconces and globes clean and dust-free?</td>
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<td>8. Have side stands been moved and vacuumed underneath?</td>
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<td>9. Has glass on side stands been taken off, cleaned as needed and have interior drawers of the side stands been cleaned?</td>
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<td>10. Has all woodwork been touched up as needed?</td>
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<td>11. Have the window sills been cleaned?</td>
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<td>12. Have the baseboards been wet washed?</td>
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<td>13. Has fireplace been cleaned with special soot cleaner?</td>
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<td>14. Has interior of fireplace been washed?</td>
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<td>15. Have fireplace and hearth been cleaned out and wet washed?</td>
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<td>16. Have all pictures been dusted and frames wiped down as needed?</td>
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<tr>
<td>17.</td>
<td>Do table bases need to be cleaned and touched up?</td>
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<td>18.</td>
<td>Have chair bases been wiped and seats cleaned?</td>
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<td>19.</td>
<td>Have bottom of chairs been checked for gum, etc.?</td>
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<td>20.</td>
<td>Do all vents, especially the two going into the ballroom, need to be cleaned or taken down and painted?</td>
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<tr>
<td>21.</td>
<td>Have chairs in the Main Dining Room been cleaned with special vinyl cleaner used for upholstery?</td>
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<td>22.</td>
<td>Has the telephone been wiped down?</td>
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<tr>
<td>23.</td>
<td>Other</td>
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</table>
**Patio**  
*Place a check next to each item as it is checked.*

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<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>1.</td>
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<td></td>
<td><strong>Is the slate floor clean and free of mildew?</strong></td>
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<td>2.</td>
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<td></td>
<td><strong>Is the outside brick clean and in good repair?</strong></td>
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<td>3.</td>
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<td></td>
<td><strong>Are the tables, chairs and umbrellas clean and in good repair?</strong></td>
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<td>4.</td>
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<td></td>
<td><strong>Have the plants and landscape been attended to?</strong></td>
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<td></td>
<td><strong>Is the waiter’s sidestand clean, in good repair and organized?</strong></td>
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<td></td>
<td><strong>Are the entranceways to the club clean and in good repair?</strong></td>
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<td></td>
<td><strong>Is the walkway in good order (i.e., drains unplugged, canopy clean, lights and fixtures working and clean)?</strong></td>
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<td>8.</td>
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<td></td>
<td><strong>Other</strong></td>
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<tr>
<td>Item</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Action Required</td>
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<tr>
<td>1. Is the overall appearance of the room neat and orderly?</td>
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<td>2. Floor - Is rug clean and free of spots and in good condition? Check tile around perimeter of room for cleanliness.</td>
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<tr>
<td>3. Are hutch, sideboards and cabinets clean and organized? Check figurines, counters, shelves and drawers.</td>
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<td>4. Are table bases and chairs clean and in good repair? Check fold of vinyl.</td>
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<td>5. Have drapes been shaken and vacuumed?</td>
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<td>6. Is the Maître D’s desk organized and attractive in appearance?</td>
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<td>7. Is foyer clean and in good order?</td>
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<td>8. Are the walls and ceiling in need of repair? Check light fixtures, ceiling tiles, lattice work, etc.</td>
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<tr>
<td>9. Is the bar area clean and orderly? Check refrigeration, gaskets, sink and rail, soda guns, storage area and counters.</td>
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<tr>
<td>10. Is the condition of the TV room satisfactory? Check tables, chairs, walls, fixtures, ceiling and TV for cleanliness.</td>
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</tbody>
</table>
### Back of the House Waiters’ Sidestands, Ramps, Upper Level Sidestands and Storage Areas

*Place a check next to each item as it is checked.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Action Required</th>
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</thead>
<tbody>
<tr>
<td><strong>Waiters’ Sidestands</strong></td>
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<tr>
<td>1. Is ice machine clean (i.e., vents vacuumed, slime removed, tops wiped, etc.)?</td>
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<tr>
<td>2. Are cappuccino machines clean, complete and in good order?</td>
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<tr>
<td>3. Are floors mopped (i.e., especially in corners, under equipment and along baseboards)?</td>
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<td>4. Are the refrigerators clean? (Check gaskets, shelves, top and bottom.)</td>
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<td>5. Are shelves clean and kept in an orderly fashion?</td>
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<td>6. What is the condition of the ceiling? (Check for loose tiles, cleanliness, clean vents, etc.)</td>
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<td>7. What is the condition of walls (i.e., cleanliness, in need of paint or repair, etc.)? Are bulletin boards current?</td>
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<tr>
<td>8. Is the bar area clean and orderly?</td>
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<tr>
<td>9. Other</td>
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<tr>
<td><strong>Ramps</strong></td>
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<tr>
<td>1. Are ramps being maintained and are they free of debris?</td>
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<td>2. Is floor clean and free of grease?</td>
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<tr>
<td>3. Are drains clean and unplugged?</td>
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<td>4. Are railings in need of paint? Is new paint or carpeting needed on floor?</td>
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<tr>
<td>5. Other</td>
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</tbody>
</table>
1. Is area free of debris and kept in orderly fashion? What suggestions do you have to improve it?

2. Are all painted surfaces in good condition?

3. Are floors clean and being maintained?

4. Is ceiling in good order?

5. Is chemical room clean and organized?

6. Other
**Ladies Restroom**

*Place a check next to each item as it is checked.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Action Required</th>
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</thead>
<tbody>
<tr>
<td>1. Has the carpet been cleaned?</td>
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<td>2. Have walls been wet washed and wiped down?</td>
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<tr>
<td>3. Have baseboards been wet washed?</td>
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<tr>
<td>4. Have mirrors been cleaned?</td>
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<td>5. Have vents been cleaned and painted?</td>
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<td>6. Has the chrome on all fixtures been polished?</td>
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<td>7. Has the marble within the facilities themselves been cleaned?</td>
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<td>8. Has the brass push bar on the door been polished?</td>
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<td>9. Are all amenities well stocked?</td>
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<tr>
<td>10. Is there a pleasant smell in the room?</td>
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<tr>
<td>11. Are fixtures in good working order?</td>
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</table>
### Men’s Restroom

*Place a check next to each item as it is checked.*

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Action Required</th>
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</thead>
<tbody>
<tr>
<td>1. Has the tile floor been cleaned in the corners?</td>
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<tr>
<td>2. Has all of the stainless steel been wiped and polished, especially around the urinals?</td>
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<td>3. Have the air conditioning vents been cleaned?</td>
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<td>4. Does the fluorescent light behind the toilet area need to be taken out and wet washed?</td>
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<td>5. Does the fluorescent fixture above the mirrors need to be cleaned?</td>
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<td>6. Does the brass doorknob and floor hydraulic plate cover need to be polished?</td>
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<tr>
<td>7. Does the room have a pleasant smell?</td>
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<tr>
<td>8. Are fixtures in good working order?</td>
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<tr>
<td>9. Other</td>
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</tbody>
</table>
Job Descriptions for Clubhouse Personnel
Adapted from CMAA’s Job Description Handbook

I. Position
Assistant General Manager

II. Related Titles
Club House Manager; Assistant Manager; Assistant Club Manager; Assistant Club House Manager

III. Job Summary
Work closely with the General Manager. Responsible for the general operation of staff functions relating to Rooms, Housekeeping, Maintenance/Repair and Security. (Supervise 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 perform 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
2. Approves budgets, staffing and general operating procedures and other plans for the Rooms, Housekeeping, Maintenance/Repair, Food and Beverage, and Security Departments
3. Monitors the budget and directs corrective action procedures as necessary to help assure that budget goals are attained
4. Functions as an administrative link between departments
5. Monitors internal cost control procedures
6. Plans and coordinates training and professional development programs for himself/herself and club personnel
7. Assists the General Manager in developing/implementing long-range (strategic) and annual (business) 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 to assure maximum member satisfaction
10. Receives and resolves 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
14. May serve as a departmental manager in his/her absence
15. Attends management and staff meetings as scheduled
16. Interacts with members answering questions, solving problems, overseeing services and cleanliness and showing the club facilities to visitors
17. Serves as a club representative within the community
18. Undertakes special projects as requested by the General Manager
19. Counsels with other managers and employees about employee grievances and complaints; directs problem correction where possible
20. Monitors labor: evaluates scheduled and actual labor hours and costs
21. Researches new products and develops an analysis of their costs/benefits
22. Oversees club operations on a daily basis
23. Reviews all accidents

V. Reports to
   General Manager

VI. Supervises
   Executive Housekeeper; Chief Engineer; Director of Security; Valet; Coat Checker
I. Position
Executive Housekeeper

II. Related Titles
Housekeeping Manager; Director of Housekeeping

III. Job Summary
Direct the administration of all housekeeping services for guest-rooms, public and staff areas; ensure the highest standards of sanitation, safety, comfort and aesthetics, and direct all housekeeping department projects and programs; supervise all housekeeping employees, hire and discharge, plan and schedule work assignments, inform new employees about club regulations, inspect housekeeping personnel work assignments and requisition supplies.

IV. Job Tasks (Duties)
1. Supervises all housekeeping employees; hires new employees as needed, discharges employees when necessary, and writes warning notices when policies have been violated; evaluates employees for promotions/transfers as openings arise
2. Plans the work of the Housekeeping Department and distributes assignments accordingly; assigns regular and special duties to Housepersons, Inspectors and Linen Room Attendants; schedules employees and assigns days off according to occupancy forecasts; maintains a time log record book of all employees within the department
3. Informs new employees about regulations; trains and assigns them to work with experienced employees; checks the work of these employees occasionally and reviews the reports made by Inspectors
4. Inspects the housekeeping staff periodically to checks the quantity and quality of their work
5. Approves all supply requisitions such as spreads and bathroom rugs; maintains the lost and found department and is responsible for all lost and found items; determines the rightful owner when possible and makes arrangements for the return of lost items
6. Develops effective strategies to communicate with other departments
7. Develops departmental budget and, after approval, monitors and takes corrective action as necessary to assure that financial goals are attained
8. Makes recommendations regarding necessary capital expenditures and special maintenance/repair improvements
9. Develops and implements linen, supply and other inventory management programs to control expenses
10. Plans “deep cleaning” activities and schedules for club’s public and guestroom areas
11. Participates in on-going evaluation programs to ensure that all club areas meet cleanliness, safety and other standards
12. Serves as an ad-hoc member of appropriate club committees
13. Plans professional development and training activities for subordinates

V. Reports to
Assistant General Manager (Club House Manager)

VI. Supervises
Houseperson (custodian); Housekeeper (in clubs with guestrooms); Laundry Manager
I. Position  
Chief Engineer  

II. Related Titles  
Engineer; Maintenance Engineer; Engineering Manager  

III. Job Summary  
Oversee all mechanical areas of the club facility and the grounds to keep the club functioning at top efficiency. Select, train, and supervise the engineering staff.  

IV. Job Tasks (Duties)  
1. Hires, trains and supervises repair/maintenance personnel  
2. Schedules hours of work for department staff  
3. Schedules work loads and work orders for all areas of the club and its equipment  
4. Coordinates with purchasing department to procure parts and items needed for maintenance, completion of work orders and general department supplies  
5. Prepares and monitors budgets for the Engineering Department; takes corrective action as needed to help assure that budget goals are attained  
6. Attends staff meetings and coordinates efforts to schedule work activities  
7. Oversees daily water checks on swimming/whirl pool water and filtering system for positive health protection  
8. Controls key systems  
9. Works with planners and coordinates remodeling of club areas  
10. Maintains an on-going energy management program for the property’s HVAC and lighting systems  
11. Assists in checking fire protection systems for proper operation and training personnel in their use  
12. Promotes an operational plan for implementation of snow removal  
13. Manages the club’s on-going preventive maintenance program  
14. Maintains a log for all equipment repairs  

V. Reports to  
Assistant General Manager (Club House Manager)  

VI. Supervises  
Repair/Maintenance Manager
I. Position
   Director of Security

II. Related Titles
   None

III. Job Summary
   Plan and direct the club’s security operations designed to protect employees, members, guests, and the club’s assets and property; establish and implement security and emergency procedures; supervise security guards.

IV. Job Tasks (Duties)
   1. Establishes and enforces security procedures for protection of members, guests, and employees and their property; recommends additional controls and/or procedural changes to other departments that will provide increased protection
   2. Exercises general supervision over parking lot operation by providing systematic patrols to assure protection of vehicles and property, controlling access to parking lots and by instituting traffic and parking procedures
   3. Directs the training of all security personnel in first aid, fire protection, traffic control, emergency and all other security procedures
   4. Directs the investigation of alleged crimes committed on club premises; cooperates with area law enforcement agencies in the investigation of crimes including the exchange of reports and information and by appearance in courts of law
   5. Collaborates with the employment/personnel department regarding employment reference checks, security clearances, and the preparation of reports related to accidents, insurance and employee processing
   6. Conducts confidential or special investigations as requested by the General Manager
   7. Coordinates removal of unauthorized vehicles from the club’s property by towing company
   8. Interviews, hires, and supervises, trains and evaluates security guards and other departmental personnel
   9. Develops budget for department; monitors financial information and takes corrective action as necessary to help assure that budget goals are met
   10. Arranges work schedules for security employees; approves overtime and vacation schedules. Completes time-cards and submits them to the General Manager with schedules
   11. Completes written reports of all complaints and/or violations
   12. Attends management meetings; conducts staff meetings
   13. Reports maintenance, lighting, plumbing and electrical problems immediately
   14. Develops procedures for assuring the security of all the club’s facilities, assets and grounds; assures these procedures are consistently followed.

V. Reports to
   Assistant General Manager (Club House Manager)

VI. Supervises
Security Guard
I. Position
Valet

II. Related Titles
Car Attendant; Car Parker

III. Essential Functions
Park automobiles for members and guests.

IV. Additional Responsibilities
1. Assists members and guests with luggage
2. Helps members and guests in and out of automobiles; opens lobby doors
3. Parks automobiles for members and guests
4. Summons and dispatches taxis
5. Provides travel information
6. Prevents unauthorized people from entrance
7. Issues and collects automobile claim tickets
8. Maintains clean and safe entrances and parking lots

V. Reports to
Assistant General Manager (Club House Manager)

VI. Supervises
No supervisory duties are included in this position
I. Position
Coat Checker

II. Related Titles
Coat Room Attendant

III. Essential Functions
Check and store members’ and guests’ garments.

IV. Additional Responsibilities
1. Greets members and guests in a polite, friendly manner
2. Assumes temporary charge of hats, umbrellas, luggage, packages, bags, coats, jackets and other outerwear in a room provided for this purpose
3. Issues a claim check to a person upon receiving an item; attaches a duplicate claim check to the item
4. Places hats and umbrellas on hooks or racks; stores luggage, packages and bags
5. Places outerwear on hangers or hooks
6. Relinquishes articles upon presentation of claim check

V. Reports to
Assistant General Manager (Club House Manager)

VI. Supervises
No supervisory duties are included in this position
I. Position
Houseperson (Custodian)

II. Related Titles
Janitor; Cleaning Person; Custodian

III. Essential Functions
Clean all club facilities.

IV. Additional Responsibilities
1. Dusts rooms and furniture
2. Cleans bathrooms
3. Vacuums carpets and mops floors
4. Sweeps patio area and dusts patio furniture
5. Empties all wastebaskets and ashtrays
6. Disinfects telephones
7. Buffs floors
8. Cleans and polishes brass
9. Washes inside and outside of windows
10. Shampoos carpets
11. Reports any damage, burned out light bulbs and plumbing problems to the maintenance or housekeeping department

V. Reports to
Executive Housekeeper

VI. Supervises
No supervisory duties are included in this position
I. Position
Laundry Manager

II. Related Titles
Linen Room Manager

III. Job Summary
Responsible for all upkeep and organization of laundry/linen room and for supervision of all laundry personnel.

IV. Job Tasks (Duties)
1. Hires, trains and supervises all laundry employees
2. Controls all guestroom, food service and other linens used at the club
3. Ensures sufficient supplies of linen and uniforms; maintains control of employees’ uniforms
4. Assures quality cleaning of linen and uniforms
5. Manages the physical inventories of linen and uniforms
6. Coordinates with purchasing staff to order supplies and equipment as needed
7. Oversees preventive maintenance program for the laundry area and equipment
8. Directs all laundry staff
9. Reports all machinery in need of maintenance and repair to the Executive Housekeeper
10. Implements required safety procedures
11. Evaluates staff performance
12. Checks daily work sheets for linen needed
13. Assigns daily tasks to laundry personnel
14. Trains all laundry employees on all equipment and daily routines
15. Maintains reports on employee attendance/absenteeism for payroll and other purposes
16. Assures that all assigned areas and equipment are neat and clean

V. Reports to
Executive Housekeeper

VI. Supervises
Laundry Attendant
I. Position
Laundry Attendant

II. Related Titles
Laundry Worker

III. Essential Functions
Clean and iron soiled linen.

IV. Additional Responsibilities
1. Empties linen hampers; receives soiled linen
2. Separates and counts linen
3. Loads and operates washers
4. Loads and operates dryers
5. Presses linen immediately after drying
6. Folds and stores linen by type
7. Cleans laundry room and linen room
8. Takes linen inventory periodically and reports shortages
9. Lubricates laundry machines as required
10. Requisitions laundry supplies

V. Reports to
Laundry Manager

VI. Supervises
No supervisory duties are included in this position
I. Position
Repair/Maintenance Manager

II. Related Titles
Maintenance Supervisor; Maintenance Engineer

III. Job Summary
Carry out, supervise or coordinate all club house repairs and general maintenance needed for equipment, furniture, masonry and building structure. Supervise Repair/Maintenance Mechanics.

IV. Job Tasks (Duties)
1. Coordinates the servicing and repairing of systems for lighting, heating, ventilating, fire, drainage and pumping
2. Monitors all work done by outside contractors and communicates the status of each project to the Chief Engineer
3. Makes cost estimates for budgeting/contract review purposes
4. Maintains accurate maintenance and repair records of equipment and machinery
5. Hires, supervises, schedules, trains and evaluates Repair/Maintenance Mechanics
6. Supervises the maintenance of parking lots, tennis courts, swimming pools and other recreational areas
7. Ensures that all building maintenance, repair and cleaning activities are identified, scheduled and completed
8. Maintains the club house ground’s sprinkler system, swimming pool water, lawns, shrubbery and trees
9. Keeps the work shop areas safe, clean and well-lighted
10. Ensures that all refuse is properly removed from the club house and its premises
11. Attends staff meetings
12. Responds to emergencies at any time
13. Issues supplies and equipment to employees
14. Collects maintenance and work orders from department heads for approval by the General Manager
15. Maintains inventory of cleaning, maintenance, repair and related supplies
16. Assists with preparation of special functions, parties, tournaments, etc., by installing decorations and constructing display pieces
17. Helps develop and maintain a resource management plan which outlines short-term and long-term requirements for repair and maintenance, capital replacement and capital requirements
18. Ensures a highly efficient safety program with an emphasis on awareness, discipline, and compliance; implements an overall safety program that conforms to OSHA standards

V. Reports to
Chief Engineer

VI. Supervises
Repair/Maintenance Mechanic
I. Position
   Repair/Maintenance Mechanic

II. Related Titles
   Maintenance Mechanic

III. Essential Functions
   Maintain club house equipment.

IV. Additional Responsibilities
   1. Maintains and makes general repairs to the plumbing fixtures, furniture, woodwork, electrical system, appliances, elevators, ventilation system and building structure of the club
   2. Conducts plumbing repairs such as leaking pipes and faucets and clogged drains
   3. Performs various duties involving painting, plumbing, carpentry and electrical work
   4. Maintains the air conditioning, refrigerators, ice makers and pool pumps
   5. In some clubs, the Repair/Maintenance Mechanic also:
      Supervises the filtration and chlorination of swimming pool
      Tests swimming pool water; maintains daily log of water test results for local health department inspections

V. Reports to
   Repair/Maintenance Manager

VI. Supervises
   No supervisory duties are included in this position
I. Position
Security Guard

II. Related Titles
Director of Security

III. Essential Functions
Patrol club facilities and property to ensure safety of members, guests and employees.

IV. Additional Responsibilities
1. Inspects all parcels, handbags, boxes or other containers carried by employees to and from work
2. Enforces all rules and regulations of club which govern employees
3. Responds to emergency and fire alarms
4. Administers CPR and first aid if necessary
5. Patrols parking lots; prevents unauthorized vehicles and people from using parking lots
6. Notes any deficiencies in club’s security measures
7. Maintains accurate log of all security staff activities

V. Reports to
Director of Security

VI. Supervises
No supervisory duties are included in this position
Hiring a Clubhouse Manager
Adapted from CMAA’s How to Hire Reference Series

The Clubhouse Manager is responsible for all operations within the Clubhouse facility. This may include departments such as security, laundry, housekeeping, food and beverage, formal and informal dining rooms, catering and sales, swimming pool operations, youth programs, and locker room facilities.

Potential Criteria:
- 3-5 years as an Assistant Manager
- Extensive food and beverage knowledge
- Ability to train and teach
- Experience with budgets
- Knowledge of banquet service and party planning
- Culinary training
- Knowledge of food and wine pairing
- Leadership ability
- Professional appearance and demeanor
- Sound financial skills
- Familiarity with swimming pool operations (if applicable)
- Character and commitment

Qualifications:

Experience
- Minimum of 3-5 years as an Assistant
- Manager at a club of similar size and stature or previous Clubhouse Manager
- Managers experience at a smaller club

Education
- Bachelors degree from a four-year college or university.
- Hospitality Management major preferred. (Substantial private club or hospitality industry experience may be considered in the absence of a formal college degree.)

Certifications
- Certified Club Manager designation offered through CMAA or current pursuit of this designation desirable

Related Professional Organizations
Club Managers Association of America
1733 King St.
Alexandria, VA 22314
(703) 739-9500
Fax (703) 739-0124
www.cmaa.org
**Recruitment Sources:**
- Promote from within
- Word of mouth
- Network with fellow General Managers (Locally and nationally)
- Contact Club Managers Association of America local chapter and National Headquarters
- Publish opening in CMAA Mid Management Opportunities List and Managerial Openings List
- Hospitality college and university alumni newsletters and job listings
- Professional Search firm
- On-line recruitment through ClubNet, CMAA’s official Web site

**Job Specific Interview Questions**
1. Do you feel you communicate well with current members? Give specific examples of why you feel the way you do?
2. How do you handle member suggestions/problems/feedback? Give at least one example of a complaint and how you addressed it.
3. Give examples of what you consider to be effective communication with subordinates and why? What different types of communication do you use and under what circumstances?
4. Give at least one example of a technique you have used to motivate employees and explain its outcome.
5. Do you consider yourself an accomplished speaker or writer? Why? How can you enhance your skills?
6. How well do you interact with supervisors in other departments?
7. How would past supervisors characterize your working relationship? And why?
8. What meetings do you currently conduct? Explain the steps you take in meeting preparation, execution and follow-up.
9. Describe the process you use to analyze and prepare a budget.
10. Describe how you manage stressful situations at work. Give an example of a stressful situation and explain how you reacted?
11. Tell me about the most difficult day you have ever had on the job. Why was it the most difficult and what steps have you taken to avoid its recurrence.
12. What is proactive management? What steps have you taken to be a proactive manager?
The Club Managers Association of America (CMAA) is the professional Association for managers of membership clubs. The association advances the profession of club management by fulfilling the educational and related needs of its members.

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