

# **Inglewood Golf Club**

## **General Manager**

### **Job Description**

#### **Position Overview**

The following is consistent with Inglewood Golf Club's Guidelines for Club Administration and emphasizes the Board of Trustees' priorities as to the most valued traits of a successful General Manager.

The General Manager is hired by the Board of Trustees, reports to the President and the Board of Trustees and is responsible for carrying out the Board's policies and directives. In accordance with the Club's Mission, Vision and Core Values, the General Manager is ultimately responsible for executing all programs, services and activities, goals and objectives of Inglewood Golf Club and ensures that strategic objectives and the Club's Mission, Vision and Core Values are achieved.

The General Manager is accountable for all areas of the Club, and on a daily basis directly manages all club house functions as described by the Board, and will ensure the synergism of all Club activities. The General Manager is the Board's bridge to the staff and committees and enables the Board to avoid the intricacies and short-term focus that is the staff's responsibility. This will allow the Board to work more exclusively on the strategic and long-term focus of Club governance. The General Manager will prepare such special reports as may be requested by the Board and will report back on the effectiveness of the Club's policies, operations and programs.

#### **Operational Excellence**

- Superior at the basics is the foundation for operational excellence The GM is responsible for the development and implementation of all service/operating standards and associated training that lead to full achievement of our Mission, Vision and Values (MVV).
- The General Manager will implement and monitor the processes to attract new members and revenue creating events. These activities are developed by both management staff and standing committees.
- The General Manager will look for and implement productivity and cost savings opportunities that do not detract from member/guest quality and service standards.
- The General Manager will directly lead our club house operations ensuring the highest quality and standards of food, beverage, catering and related services
- The GM ensures the club is not placed in a position of liability by noncompliance with regulatory requirements and acts of negligence or poor management decisions.

- The General Manager is the catalyst and facilitator for the Board to assist in prioritizing long and short-term goals. He/she will execute the strategies to achieve the goals and updates progress against those goals.
- The General Manager, working with the Controller, is responsible for monitoring the financial health of the Club, developing budgets for Board approval with the input of the Finance Committee, and projecting cash needs against requirements. Recommendations as to adjustment of budgets, changes in cash needs and other financial matters are to be communicated on a timely basis to the Board, with appropriate suggestions for remedial action.
- The General Manager will assist Committees in their capital budget prioritization deliberation, and coordinate this process through the Board's approval process.

## **Personnel Management**

- The General Manager has hire and discharge authority of club personnel with the exception of the Course Superintendent and Head Professional. These hire and discharge decisions require Board and President approval.
- The General Manager will develop, maintain, and disseminate a fundamental management philosophy that recognizes our staff is a key part of our sustainable competitive advantage. The GM will have a respectful vision to guide all Club personnel toward optimal operating results, employee morale, and member services.
- The General Manager will help design, according to Board initiatives, programs intended to motivate and improve the performance of staff members. Such programs and initiatives should consider the needs of members and the staff, and treat all constituents with respect.
- A primary task of the GM is to insure that direct reports goals and objectives are defined, understood, evaluated and enhanced on a continuous basis, to meet the position expectations. These goals and objectives are to be in alignment with achieving our MVV, overall Club objectives and supportive of the GM objectives.
- The General Manager will provide an annual report to the Board, and include, in summary form, the results of staff performance appraisals, with exceptional and "key" employees identified. Initiatives to retain exceptional and key employees should be discussed with the Board. An objective of minimal turnover by these exceptional and key employees should guide the General Manager.
- The General Manager will develop and monitor basic personnel policies consistent with the Board's desire to treat employees fairly at all times, and compliant with laws and regulations

## **Leadership**

- The GM is responsible for providing energized, motivated leadership for key managers and staff. He/she is innovative and accepts responsibility for club performance in all areas. Additionally he/she provides consistency and continuity for the Club, and exhibits strong executive leadership to all areas of the operation, including the Board and Committees.

- Leadership characteristics include integrity, humility, respect and a strong moral compass. Any consistent lack of these characteristics readily identifiable by the Board, members, and employees, shall be addressed by the Board.
- Quality communications with the Board, employees, and members are an important part of leadership. He/she can clearly see and articulate the big picture and the road that needs to be taken.
- The General Manager is a decision maker. He/she will make decisions, within the scope of the position, take responsibility/ownership and share the success.
- The successful General Manager is highly visible to both members and staff, and listens to their input, praise, and criticisms.
- The General Manager provides innovative, proactive solutions to identified issues which may be implemented within the budget constraints and consistent with the Club's culture.
- The General Manager is the Board's primary information source to external influences that could affect the Club. He/she provides information on issues and trends with the potential impacts to IGC along with recommended actions.

## **Requirements**

- Consistent track record of employment with at least 5 years of senior leadership experience
- Overall operating budget (P & L) responsibility of at least \$4M
- Bachelor's degree in business administration, hospitality management, or related field of study from an accredited university.
- Management experience with responsibility of at least 30 employees with at least 4 direct reports.
- Expertise in service excellence and high-end recreational programs
- Understanding of the private golf club and hospitality business.
- Direct experience managing food and beverage operations as well as special events.
- Demonstrated professional track record in the areas of:
  - Financial management
  - vendor relationship management
  - Human resources management
  - Project management
  - Information technology
  - Public speaking, business writing, meeting facilitation.
  - Food and beverage operations

NOTE: This job description is not intended to be all-inclusive. The General Manager may perform other related duties as negotiated to meet the ongoing needs of Inglewood Golf Club.