

9/9/2018



SPHM
HOSPITALITY

GOLF — ORGANIZATION CHART



By: | Agustinus Agus Purwanto, SE MM



Series 100

Golf - Organization Chart



- A. Policy. It is the policy of the club that all employees have a clear understanding of who we are as an organization.
- B. Discussion
1. Venerable SPHM Country Club is a private, residential golf community consisting of primary residences and second homes with a wide range of recreational facilities. SPHM is a development of Hospitality Communities, one of the premier private residential development companies in the Bali.
 2. SPHM Club is operated as a non-profit entity for the benefit of its members. The club has been envisioned and designed to set a standard for quality, service, and attention to detail.
 - a. All club facilities and amenities, including the 18-hole championship golf course, the Clubhouse, the Racquet Club, and Activities Center, are designed to add value to the development, making the community more attractive to potential purchasers of home sites.
 - b. The economics of planned communities is driven by real estate sales. Club operations are usually a major investment and ongoing operating expense for the developer for a number of years, until the club operation achieves a breakeven point.
 - c. This fact makes it imperative that all club employees understand clearly that their role, while important in conception and complex in execution, is nonetheless a supporting role. We are here to do whatever needs to be done to add value to the real estate development. Our focus is on service, not only to members, but also to the real estate sales and marketing staff, their prospects, and any and all prospective purchasers of a home site.



- A. Policy. It is the policy of the Club that a clearly defined mission statement be formulated.
- B. Mission Statement. The mission for all Club staff is:

**To ensure maximum member satisfaction with and
enjoyment of all aspects of services and facilities.**



- A. Policy. It is the policy of the club to articulate a vision of what we are attempting to be.
- B. Vision Statement. To become the premier private club in the metropolitan area by consistently:
1. delivering outstanding recreational activities, food, and service to our members and their guests;
 2. meeting the objectives of our annual operating budget; and
 3. providing a pleasant and satisfying work experience for our staff.
- C. Discussion
1. The nature of our business is SERVICE. As members of the club's staff, our efforts are directed toward providing the highest possible level of service to our members and their guests. Therefore, we must anticipate their needs and desires, set standards of excellence that challenge us daily, train continually, and constantly examine and improve the details of our operation to enhance our members' experience. The success of our efforts and excellence of our operation is ultimately measured by their satisfaction.
 2. The quality of our operation is determined by our stated standards of services, facilities, cleanliness, maintenance, and service. Achieving these standards is dependent upon the efficiency of our organization, the quality of our staff, the thoroughness of our training, the depth of our attention to detail, and the strength of our commitment to accountability for results.
 3. While the club is incorporated as a non-profit organization, we are expected to provide outstanding service and value to its members. To do this, all staff, but particularly department heads and supervisors, must be aggressive in pursuing the financial objectives of our annual operating budget.
 4. The key to meeting our responsibilities to our membership is the committed involvement of our staff. This commitment flows naturally from people who are valued as individuals, properly trained, highly motivated, and well-led.



A. Policy. It is the policy of the club to specify guiding principles for our operation.

B. Guiding Principles

1. Articulated vision.
2. Uncompromising commitment to excellence, quality, and member service.
3. Sense of urgency without detriment to sound planning and execution.
4. Finance-based decisions.
5. Thorough exploration of alternatives.
6. Detailed policies, procedures, and standards.
7. Thorough training.
8. Measurable goals.
9. Thoroughly benchmarked operations.
10. Engaged and proactive management.
11. Assigned responsibility.
12. Accountability for results.



Club Organization Policies

Subject: Club Organization

CO-105

A. Policy. It is the policy of the club that the organization of its work force be clearly established and that the flow of authority from the General Manager, through department heads and Supervisors, to line staff be clearly delineated.

B. Discussion

1. The General Manager has overall responsibility for all aspects of club operations. While the authority to perform various functions may be delegated to key subordinates, the responsibility to ensure the efficient and cost effective operation of the club rests solely with the General Manager.
2. The General Manager may organize the operating, control, and administrative functions of the club in whatever manner he deems as fitting to best accomplish the mission and financial objectives of the organization. The current Club Organization Chart is version 2.1, effective 12/20/05.
3. Department Heads are key subordinate supervisors who direct operating departments of the Club. Current Department Heads are:
 - a. Club Controller - responsible for the direction and supervision of the accounting staff.
 - b. Head Golf Professional - responsible for the golf operations of the Club to include: the Pro Shop, Golf Carts, and associated staff.
 - c. Golf Course Superintendent – responsible for the grooming, maintenance, and setup of the Golf Course, and associated staff.
 - d. Membership Director - responsible for the operation of Membership Office and all files, information, and programs associated with the Club Membership, and associated staff.
 - e. Activities Director - responsible for establishing and executing Club activities and the operation of the Family Activities and Swim Complex, and associated staff.
 - f. Clubhouse Manager - responsible for the operation of the clubhouse to include Facilities Management, Activities, Food and Beverage, and Retail, and associated staff.
 - g. Executive Chef - responsible for the direction and supervision of the Kitchen, Dining Rooms, Bars, Men's Lounge, Snack Bars, Banquets, and Catering, and associated food production staff.
 - h. Dining Services Manager - responsible for the dining services operation of the dining room



Club Organization Policies

- and associated staff.
- i. Facilities Manager – responsible for the direction and supervision of the Housekeeping and Maintenance staffs, as well as the security and safety of Club facilities, and associated staff.
 - j. Director of Tennis – responsible for the operation of the Tennis Center, Tennis programming, and associated staff.
 - k. Personnel Administrator – responsible for providing expert consultation regarding all matters of personnel and employee benefits.
4. In addition to the department heads, other staff members hold supervisory positions within club departments. These non-department head supervisors generally supervise small groups of staff within operating departments.
 5. Whenever the General Manager is off-premises, a Manager on Duty (MOD) will be in charge. When the General Manager is away for more than two days, an acting manager will be appointed in his absence.

Subject: Personnel Administrator Responsibilities

CO-106

- A. Policy. It is the policy of the club that the Personnel Administrator is the staff member who is generally responsible for providing expert consultation regarding all matters of personnel and employee benefits.
- B. Discussion. The responsibilities of the Personnel Administrator are as follows:
1. Keeping current with club personnel policies and procedures.
 2. Maintaining a printed reference copy of the most current personnel policies.
 3. Monitoring compliance of club personnel policies and procedures by all supervisory staff at managed facilities. Reporting discrepancies or concerns to the General Manager in a timely fashion.
 4. Recruiting, preliminary screening, and referring of all applicants, if desired by the Manager. If not, training and assisting department heads and supervisors in the requirements of these functions.
 5. Placing recruitment ads, as necessary.
 6. Coordinating the hiring, transfer, promotion, lay-off, recall, demotion, disciplining, and termination of employees.
 7. Providing professional advice to department heads and supervisors on all personnel matters.
 8. Administration of benefit plans and disclosure of information for such plans to supervisors and employees.
 9. Monitoring and administering compliance with applicable Federal, State, and local laws regarding employment, salary and wages, safety, equal opportunity, etc.
 10. Maintaining personnel records and evaluating personnel programs and policies.
 11. Providing feedback, recommendations, and suggested changes in personnel-related matters to the General Manager.
 12. Providing the Club Orientation to new employees.
 13. Keeping the Manager informed of all personnel-related issues or problems that occur.
 14. Providing administrative support for club Performance Reviews. Coordinating and monitoring the completion of all necessary Performance Reviews in a timely fashion.

Subject: Department Head Responsibilities

CO-107

- A. Policy. It is the policy of the club that the work of all staff members be assigned, directed, supervised, and reviewed by a department head or supervisor. Each staff member will ordinarily have only one Supervisor.
- B. Discussion
1. Department Heads and Supervisors are the link between management and line staff. The effectiveness of line staff is directly dependent upon the leadership, motivation, and communication skills of Supervisors.
 2. Effective supervision depends upon the ability of Supervisors to get staff to do what is necessary with professionalism and enthusiasm. Successful Supervisors inherently understand and support the principles of staff relations [Staff Relations].
 3. All Supervisors at the Club will be issued and will read [Leadership on the Line] and [Staff Development & Disciplinary Guides] which outline the Club's expectations of Supervisors.
 4. Supervisory responsibilities include:
 - a. Directing their staff's work.
 - b. Hiring, counseling, and disciplining staff as necessary. Recommending discharges to General Manager.
 - c. In conjunction with the Annual Club Goals, establishing goals for department.
 - d. Establishing and maintaining high standards of service, quality and job performance for staff. Providing a strong emphasis on service to members by use of the club's Standards of Service.
 - e. Resolving member complaints in a prompt, courteous way. Seeking constant feedback from members concerning quality of operation. Ensuring that all staff members have a complete dedication to the needs and desires of members and their guests.
 - f. Establishing systems, policies, procedures, and standards for the efficient operation of the department. Paying close attention to the details of the operation that distinguish an outstanding operation from a merely good one.
 - g. Supervising staff, insuring that all systems, policies, procedures, and standards are followed. Supervising the work of the staff with emphasis on high levels of quality and service, making on-the-spot corrections as necessary. Constantly reinforcing ideals of quality and service to staff.

- h. Establishing formal training programs and providing ongoing training of staff. See Training for more details.
- i. Scheduling of staff in the most cost-effective way to accomplish necessary work. Verifying hours worked.
- j. Monitoring and controlling departmental costs, especially payroll. Ensuring that all staff members have work to do throughout the work day and work week. Sending staff home when necessary to avoid overtime and control costs. Advising management on changes in staff structure to accomplish the work in the most cost-effective way. Preventing sick leave abuse. See Staffing Guides for more information.
- k. Establishing and meeting annual and monthly budgets for department. See Budgets for more information.
- l. Ordering supplies as necessary.
- m. Ensuring the safe operation of all equipment. Reporting equipment defects and malfunctions to Maintenance for repair.
- n. Maintaining equipment and machinery in good working condition.
- o. Ensuring that club policies, including dress standards for department, are followed by all staff.
- p. Instilling an awareness of energy conservation in staff.
- q. Establishing and maintaining effective communication with departmental staff, other departments, and management.
- r. Establishing and maintaining a high degree of motivation and morale within department.
- s. Working together with other department heads and supervisors to develop a team-like approach to operating the club where the emphasis is placed on problem discovery and solution.
- t. Ensuring a safe workplace. Training staff concerning safety issues.

Subject: Employee Relations**CO-108**

- A. Policy. It is the policy of the club to establish and maintain harmonious employee relations based upon the recognition of every staff member's contribution to our collective effort and the importance of gaining the committed involvement of each staff member.
- B. Discussion. Outlined below are the principles by which the club conducts its employee relations.
1. All staff members will be treated with dignity and respect. We do not tolerate discrimination in any form, sexual harassment, or any conduct that is unseemly, unprofessional or unbecoming our positions as employees of the club.
 2. Rules, regulations, and policies will be applied uniformly and fairly to all staff members. We do not play favorites. We pledge to conduct our employee relations in an honest and straightforward way. Any necessary criticism or counseling will be conducted in private in a constructive manner with the intention of correcting rather than blaming.
 3. Every staff member contributes to the overall success of our operation. The only difference among staff members is their level of authority and responsibility. We believe every staff member is important.
 4. The great majority of people want to do their jobs well and take pride in their work. When a staff member fails, it is often a failure of management to properly train or to communicate expectations to the staff member. In other words, we can't expect someone to do something properly unless we have properly shown him how to do it.
 5. Staff members have no idea what goals management has for them unless those goals are communicated. They also have a need and the right to know how their performance is contributing to the achievement of those goals. Continuous feedback is essential.
 6. Management must make every practical effort to keep staff members informed on matters concerning policy, procedures, long-range plans, projects, work conditions, compensation, and benefits. It is our belief that an informed staff is a better staff. Management is also available at reasonable times to answer questions and hear staff concerns.
 7. Recognition is important to all of us. If we allow ourselves to correct and make constructive criticism, we also have the responsibility to reward and praise. We cannot have one without the other.
 8. Every one of us has a responsibility to help our fellow staff members. We do not work alone; rather we work together for a common purpose. We owe it to everyone we work with to be personally pleasant and mutually supportive. One unpleasant personality or negative, non-cooperative attitude can ruin the workplace for all of us.

9. We must strive to make our workplace interesting, challenging, and rewarding. We can do this by involving all staff members in the decision-making process. The ideas and energy of our staff are the driving force behind any success we may achieve as an organization.
10. Our workplace should also be pleasant, enjoyable and even fun. Too much of our lives is given to work for it to be viewed only as a necessary drudgery. Each staff member is challenged to do everything possible within good taste and reason to make the Club a more enjoyable place to be.

Subject: Member Relations

CO-109

A. Policy. It is the policy of the club to establish and maintain harmonious member relations based upon the clear understanding of the following principles of service.

B. Principles of Service

1. SERVICE is our primary product and we should provide the highest possible level of it to our members.
2. Attitude and enthusiasm are important ingredients in providing quality SERVICE.
3. Know what our members want and expect. Constantly seek their comments, criticisms, and opinions about the operation.
4. If a member perceives a problem, there is a problem. It makes no difference whether we think there is a problem or not. Furthermore, the problem is ours, not the member's. The burden rests entirely with us to change the member's perception that there is a problem.
5. It is said, "the customer is always right." Actually they may not always be right, but they have the right to be wrong and must be treated in a way that they always think they are right. Ultimately, who's right and wrong is irrelevant. When we get into disputes with members, we hurt no one but ourselves. We are always the loser.
6. We should never be defensive when a member comes to us with a problem. That member is doing us an immense favor by bringing the problem to our attention. We must listen carefully to make sure we understand the problem and then take corrective action.
7. Every problem has a solution and it should be solved at the lowest possible level. Placing blame for problems is counter-productive. Solving problems and analyzing them to ensure they don't happen again is our only concern.
8. The SERVICE profession is a demanding one, but it is also one that offers many rewards. There is nothing more demanding or satisfying than accepting the challenge of turning someone's anger and unpleasantness into a smile.
9. A true SERVICE attitude involves sincerely caring for our fellow man. The good feeling we get from helping others is proof positive that when we give to others, we give to ourselves.
10. A sincere SMILE is the smallest yet most important element of SERVICE. When sincerely given, SMILES come from within; they are more than just lip service.

Subject: Club Operation Committees

CO-110

- A. Policy. It is the policy of the club that committees be established to facilitate the flow of communication and ideas in critical areas of club operations.
- B. Discussion. The following standing committees are established for the purposes listed and will meet according to schedule:
1. Executive Committee
 - a. Chair – General Manager.
 - b. Members – Clubhouse Manager, Head Golf Pro, GC Superintendent, Membership Director, Club Controller, and Facility Manager.
 - c. Purpose - Strategic Direction, Executive Coordination, Training, Quality Assurance, and Member and Developer Issues.
 - d. Meets - bi-weekly.
 2. Food Service Committee
 - a. Chair – Clubhouse Manager.
 - b. Members – F&B Director, Chef, Dining Services Manager, Catering Manager.
 - c. Purpose - Food Service planning and execution, review of function sheets.
 - d. Meets – weekly.
 3. Club Activities Committee
 - a. Chair – Clubhouse Manager.
 - b. Members – Head Golf Pro, Membership Director, F&B Director, Director of Tennis, Activities Director, and Facility Manager.
 - c. Purpose - Activities planning, coordination, and execution, newsletter topics.
 - d. Meets - bi-weekly.
 4. Golf Course Committee



Club Organization Policies

- a. Chair – GC Superintendent
- b. Members – Head Golf Pro and General Manager.
- c. Purpose - Golf Course Issues.
- d. Meets – monthly.

Subject: Club Annual Goals - 2019

CO-111

Open the following club facilities/operations on schedule, in a professional manner, with high levels of member service.

Golf

Turn House Cart Barn

Racquet Club

Swimming Pools Pool Cabana

Clubhouse

Establish and maintain a robust schedule of member activities.

Meet or exceed fiscal year 2019 (FY-19) operating budget. Develop and submit BY-20 operating and capital budgets prior to December 15, 2019.

Establish operating policy and procedure for all areas of club operation to include golf, tennis, activities, food & beverage, maintenance, housekeeping, security, accounting, and personnel.

Establish written standards for the above areas of the club operation.

Develop training programs for staff based upon the Knowledge and Individual Skills Training (KIST) Process. Initial focus will be on the following staff:

Golf operations staff Food & beverage staff

Locker room/lounge staff Activities/Pool staff

Establish the monthly Club newsletter.

Assist in the planning for the Activities Center and General Store.

Develop a plan for a club network, allowing e-mail and database sharing among department heads.

Develop club web site and systems and procedures to communicate with members via e-mail.

Open the following club facilities/operations on schedule, in a professional manner, with high levels of member service.

Clubhouse

Activities Center

Hire Activities Director. Maintain a robust schedule of member activities. Establish a Kid's Page in the Club newsletter.

Meet or exceed fiscal year 2019 (FY-19) operating budget.

Continue to establish operating policy and procedure for all areas of club operation to include golf, tennis, activities, food & beverage, maintenance, housekeeping, security, accounting, and personnel.

Establish shared Club Policy Database on local area network.

Continue to establish written standards for the above areas of the club operation.

Continue to develop training programs for staff based upon the Knowledge and Individual Skills Training (KIST) Process. Initial focus will be on the following staff:

Golf operations staff Food & beverage staff

Locker room/lounge staff

Activities/Pool staff

Assist in the planning for the General Store. Plan and execute Club Grand Opening.

Publish a Club Golf Program Book for members.

Prepare and execute a marketing plan to help generate golf rounds.

Establish a "Chautauqua" type lecture series for members in the Fall of 2006.

Implement plan for club local area network (LAN), allowing e-mail and database sharing among department heads.

Prepare business plan for General Store.

Maintain club web site. Establish a virtual Club Newsletter on-line to complement printed newsletter.



Subject: Directions to the Club

CO-113

From Downtown

Take I-32 North to Exit 45, Hinsdale.

At the top of the exit ramp, take a left on Farley Road.

Go approximately 4.5 miles to stoplight at Morningdale Road.

Take a right on Morningdale Road.

Go approximately 3.7 miles to the traffic circle.

Go $\frac{3}{4}$ of the way around the circle and exit on Ancient Oaks Drive.

Go approximately .5 of a mile to stop sign. Take a left on Clubhouse Drive.

Club facilities are on the right. Take first right to parking lot for golf. Take the second right into the parking lot for the Clubhouse.

From the North

Take I-32 South to Exit 454, Hinsdale.

At the top of the exit ramp, take a right on Farley Road.

Go approximately 4.5 miles to stoplight at Morningdale Road.

Take a right on Morningdale Road.

Go approximately 3.7 miles to the traffic circle.

Go $\frac{3}{4}$ of the way around the circle and exit on Ancient Oaks Drive.

Go approximately .5 of a mile to stop sign. Take a left on Clubhouse Drive.

Club facilities are on the right. Take first right to parking lot for golf. Take the second right into the parking lot for the Clubhouse.

Subject: Directions to the Club

CO-114



SPHM Hospitality

Subject: Hours of Operation**CO-115****A. Policy**

1. It is the policy of the club to establish and publish its hours of operation.
2. Hours of operation may only be changed with the express permission of the club General Manager.

B. Hours of Operation

<u>The Club</u>	Year Round	Mon:	Closed
<u>Golf Pro Shop</u>	Nov 1 st -Feb 28 th	Tue-Sun:	8:00a to 5:00p
	Mar 1 st -Apr 30 th	Tue-Sun:	8:00a to 6:00p
	May 1 st -May 31 st	Tue-Sun:	7:30a to 6:00p
	Jun 1 st -Aug 31 st	Tue-Sun:	7:00a to 7:00p
	Sep 1 st -Oct 31 st	Tue-Sun:	7:30a to 6:00p
<u>Golf Course/Range</u>	Same as Golf Pro Shop – ½ hour after opening		
<u>Locker Room Hours</u>	Dec 1 st -Feb 28 th	Tue-Sun:	10:00a to 6:00p
	Mar 1 st -May 31 st	Tue-Sun:	7:30a to 7:30p
	Jun 1 st -Aug 31 st	Tue-Sun:	7:00a to 9:00p
	Sep 1 st -Nov 30 th	Tue-Sun:	7:30a to 7:30p
<u>Racquet Club Pro Shop</u>	Nov 1 st -Feb 28 th	Tue-Fri:	9:00a to 5:00p
		Sat:	9:00a to 5:00p
		Sun:	11:00a to 5:00p
	Mar 1 st -May 31 st	Tue-Fri:	9:00a to 5:30p
		Sat:	9:00a to 5:30p
		Sun:	11:00a to 5:30p
	Jun 1 st -Aug 31 st	Tue-Fri:	8:00a to 6:00p
		Sat:	8:00a to 6:00p
		Sun:	11:00a to 5:00p
	Sep 1 st -Oct 31 st	Tue-Fri:	9:00a to 5:30p



Club Organization Policies

		Sat:	9:00a to 5:30p
		Sun:	11:00a to 5:30p
<u>Aquatics Center</u>	Beginning	Fri:	4:00p to 9:00p
	Mid-May Weekends	Sat:	11:00a to 8:00p
		Sun:	11:00a to 6:00p
	Memorial Day	Mon:	10:30a to 6:30p
	Day after	Tue:	Closed
	May 30 th -July 31 st	Tue-Wed:	10:00a to 8:00p
		Thu:	10:00a to 9:00p
		Fri:	10:00a to 9:00p
		Sat:	10:00a to 8:00p
		Sun:	11:00a to 7:00p
	Aug 1st-Sep 3 rd	Tue-Thu:	3:00p to 7:00p
		Fri:	3:00p to 9:00p
		Sat:	10:00a to 8:00p
		Sun:	11:00a to 6:00p
	Labor Day	Mon:	10:30a to 6:30p
	Day after	Tue:	Closed
	Mid-Sept Weekends	Fri:	4:00p to 8:00p
		Sat:	11:00a to 8:00p
		Sun:	11:00a to 6:00p
<u>Turn House</u>	Year Round	Tue-Sun:	Opens 2 hours after scheduled Golf Shop opening. Closes 1 hour before scheduled Golf Shop closing.
<u>Family Activities Center</u>	June 2000-Jul 31 st	Tue-Sat:	8:00a to 9:00p
		Sun:	10:00a to 6:00p
	Aug 1 st -May 15 th	Tue-Sat:	8:00a to 8:00p
		Sun:	10:00a to 6:00p
Aerobics/Fitness Rooms	Same hours as FAC		
<u>Clubhouse Dining Room</u>			



Club Organization Policies

Casual Dining	Lunch	Tue-Sat:	11:00a to 2:00p
	Dinner	Thu: Fri-Sat:	5:00p to 9:00p 5:00p to 10:00p
Lounge (w/ Bar Menu)	Tue-Wed:		11:00a to 9:00p
		Thu:	11:00a to 10:00p
		Fri-Sat:	11:00a to 11:00p
		Sun:	Noon to 9:00p
Fine Dining	Dinner	1 st and 4 th Fri:	6:00p to 10:00p
<u>Locker Rooms</u>	Nov 1 st -Feb 29 th	Tue-Sun:	8:00a to 6:30p
	Mar 1 st -May 31 st	Tue-Sun:	7:30a to 7:30p
	Jun 1 st -Aug 31 st	Tue-Sun:	7:00a to 9:00p
	Sep 1 st -Oct 31 st	Tue-Sun:	7:30a to 7:30p
<u>Administrative Offices</u>	Mon-Fri:		8:00a to 5:00p
		Sat:	8:00a to Noon
<u>Membership Office</u>		Mon-Sun:	9:00a to 5:00p

A. Policy. It is the policy of the club to establish and publish a list of points of contact.

B. Points of Contact

1. Phone Numbers

General Manager		
Clubhouse Manager		
Head Golf Professional		
Director of Tennis		
Club Controller		
Club Accountant		
Personnel Administrator		
Chef		
Dining Services Manager		
Facilities Manager		
Membership Director		
Activities Director		
Golf Course Superintendent		

2. Mobile: 0821-4586-2051

3. Club Address. Perum Kebonari Indah Blok Q-14 – Jember – East Java

Subject: Manager on Duty (MOD) Program

CO-117

A. Policy. It is the policy of the club to establish a Manager on Duty program to ensure that the club has an assigned duty manager during all operating hours.

B. Discussion

1. The Club is open Tuesday through Sunday from early morning to late night.
2. It is essential that there be management coverage for all hours of operation.
3. Managers on Duty will have specified duties and responsibilities and will be required to complete a Manager on Duty Report, Club Form 101.

C. MOD Shifts

1. There is management coverage of the Club throughout the normal day of 8 a.m. to 5 p.m. five days a week.
2. The food and beverage department provides night coverage from 5 p.m. to close six days a week.
3. This leaves a need for a manager on duty only on Sundays from 9 a.m. to 5 p.m.

D. Eligibility

1. The following positions are eligible for periodic MOD shifts:
 - a. General Manager
 - b. Clubhouse Manager
 - c. Facilities Manager
 - d. Human Resource Manager
 - e. Activity Director
 - f. Assistant Activity Director
 - g. Dining Services and Catering Manager
 - h. Membership Director
2. The following positions are exempt from the MOD schedule:

- a. Head Golf Professional
- b. Assistant Golf Professionals
- c. Golf Course Superintendent
- d. Assistant Golf Course Superintendent
- e. Director of Tennis
- f. Chef
- g. Sous Chef
- h. Club Controller
- i. Dining Room Manager

D. MOD Schedule

- 1. The Personnel Administrator will maintain the MOD Roster of eligible managers.
- 2. The MOD Roster will be published semi-annually on the first of January and July for the following twelve months.
- 3. A schedule for those holidays observed by the club will be set with the MOD Roster.
- 4. Eligible individuals may switch MOD shifts as desired, but in all cases the switching manager must inform the Personnel Administrator in advance of the switch.
- 5. Individuals pulling an MOD shift are eligible to take a compensatory day off within a week of their MOD shift.

E. Major MOD Requirements

- 1. Pick up MOD Book, MOD Keys, and cellular phone from Administrative Office reception desk.
- 2. Notify operating departments of Manager on Duty. Carry a cellular phone.
- 3. Check club facilities for cleanliness and on time opening.
- 4. Check rest rooms.
- 5. Check grounds, to include parking lots.
- 6. Check activities and events.

7. Ensure Dining Room opens on time.
8. Interact with members.
9. Make periodic rounds of club premises.
10. Eat in Dining Room.
11. Be available for problems and issues.
12. Fill out an Incident Report, Club Form 103, for any serious problems.
13. Return MOD Book, cellular phone, keys, MOD Report, and any Incident Reports to the receptionist desk in the Administrative Offices at the end of the shift.

F. Documentation

1. MODs will fill out a Manager on Duty (MOD) Report, Club Form 101, for the shift worked.
2. The completed MOD Report will be left on the Reception Desk of the Administrative Office for management review.

Subject: Management Notification

CO-118

- A. Policy. It is the policy of the club that senior managers be notified in the event of any emergency or serious incident involving members and/or employees.
- B. Definitions
1. Emergency. An emergency is any situation where the health and safety of members, guests, and/or employees or the theft, damage, or destruction of significant club assets is involved. Examples would include illness, accident, injury, fire, explosion, bomb threat, hazardous material exposure, fight, robbery, theft, etc.
 2. Serious Incident. A serious incident is any situation involving members, guests or employees that could undermine the standing and reputation of the club. Examples would be violations of Alcoholic Beverage laws, Club Rules and Regulation, significant lapses in service that cannot be rectified by staff, intoxicated or unruly members/guests, altercations involving staff, and any other situation that staff feels uncomfortable or ill-equipped to handle.
- C. Discussion
1. In any emergency situation, the first call should be to municipal or county emergency personnel.
 2. It is essential that senior management be notified of any emergencies or serious incidents involving members, guests, and/or employees.
 3. During normal administrative office hours of 8 a.m. to 5 p.m. Monday through Saturday, the General Manager and/or Clubhouse Manager is available for any emergencies or incidents.
 4. During evening hours Tuesday through Sunday, the Dining Room Manager is the Manager on Duty and will be the first contact for any emergency or incident.
 5. On Sundays from 9 a.m. to 5 p.m., the Manager on Duty will be the first contact for any emergency or incident.
 6. The Manager on Duty will evaluate any emergency or incident, deal with it as specified in various club contingencies and notify senior management.
- C. Notification
1. Employees will follow the chain of command in notifying senior management. In other words, their supervisor and department head should be notified first.
 - a. Department heads will evaluate the emergency/incident and determine whether it is serious enough to warrant notifying senior management.

- b. If employees are unable to reach their supervisor or department head, they should immediately contact the next level of management.
2. Senior Management will be called in the following order:
 - a. Clubhouse Manager.
 - b. General Manager.
3. Employees should never feel restraint in contacting senior management when faced with a challenging situation. Ultimately, the decision to call must be made by each individual, but it is always better to err on the side of caution.

- A. Policy. It is the policy of the club to create and maintain a MOD Book containing all pertinent information necessary for a Manager on Duty to perform assigned duties during an MOD shift.
- B. Discussion
1. Managers on Duty have specified duties and responsibilities associated with their MOD shift.
 2. Because MODs have full responsibility for the club and its operation during their shift, it is important that they have all the information, direction, and guidance they need to handle any eventuality.
 3. The MOD Book attempts to provide all necessary information, direction, and guidance in one, easy-to-access location.
- C. Contents. The MOD Book will contain the following information:
1. Emergency Phone Numbers
 2. MOD Policy
 3. MOD Roster
 4. Roster of Management Contact Information
 5. Management Notification Policy
 6. Hours of Operation
 7. Schedule of Events
 8. Housekeeping Schedule
 9. Maintenance Schedule
 10. Concession Schedule
 11. Club Phone Extension List
 12. Club Facility Security List and Codes
 13. Contingencies

- a. Maintenance Emergencies
 - b. Major System Failures
 - c. Theft
 - d. Intoxicated Members
 - e. Bomb Threat
 - f. Fire Emergency
 - g. Club Evacuation
 - h. Accident or Injury
 - i. Medical Emergency
 - k. Hazardous Materials Emergency
 - l. Lightning Hazard
 - m. Incident Reports
14. Emergency Shut Offs
- a. Electrical
 - b. Water
 - c. Gas
 - d. Wastewater Lift Station
 - e. Pool Pump Room
15. Emergency Keys
16. First Aid Kit Locations
17. Supply Locations
- a. Office
 - b. Point of Sale
 - c. Housekeeping

d. Maintenance

18. FAX and Copier

19. Most Recent Newsletter/Flyers

20. Frequently Asked Questions

21. Forms

a. Incident Reports

b. Accident Reports

22. Special Challenges

23. MOD Keys

24. MOD Notes

D. Responsibilities

1. It is the responsibility of the Club Receptionist to ensure that the MOD Book is updated weekly and that all time-sensitive information, such as work schedules, copy of most recent newsletter, and schedule of activities, is kept current.
2. It is the individual MOD's responsibility to note any deficiencies in the information presented in the MOD Book and notify management of necessary changes and improvements.

Subject: Management Contact Information

CO-120

- A. Policy. It is the policy of the club that a roster of Management Contact Information be maintained and made available to all club s\departments.
- B. Discussion
1. Club staff have need to contact club management when issues and problems arise that are beyond their training or experience to handle.
 2. It is incumbent upon club management to make it easy for staff to reach management when they are off property.
 3. The Personnel Administrator is responsible for maintaining a current Roster of Management Contact Information. The Personnel Administrator will update the roster as needed, or on the last day of the month to ensure that the information is current.

Subject: MOD Keys

CO-121

- A. Policy. It is the policy of the club that MODs will be issued a set of MOD Keys for use during their MOD shift.
- B. Discussion
1. Since MODs are responsible for the club's operation during their MOD shift, it is important that they have all the tools, information, and instruction necessary to meet any contingency.
 2. Having the proper keys to gain access to all parts of the club is part of the MOD tools.
 3. An MOD key ring will contain the following keys:
 - a. A club grand master key.
 - b. A hex key to open the Clubhouse front door and the bar side door.
 - c. A pin key to unlock the bathroom stall doors in the Clubhouse.
- C. Procedures
1. The MOD key ring will be kept with the MOD book between MOD shifts.
 2. Managers coming up for MOD duty on Sundays will pick up the keys with the MOD book from the Administrative Receptionist prior to 4 p.m. on Friday afternoons. When picking up the keys, the assigned staff member will sign for the keys.
 3. Because of the importance of maintaining security of the grand master key, the MOD key ring must be carefully controlled. MOD's will always ensure that the MOD key ring is turned back into the Administrative Receptionist the following week. At that time the MOD should sign the MOD key ring back in.

Subject: Locker Room Policies

CO-122

A. Policy. It is the policy of the Club to provide locker facilities and amenities to its members.

B. Discussion

1. Staffing

a. The Locker Rooms will be staffed as follows:

(1) Tuesdays, Wednesdays, Thursdays 9 a.m. - 6 p.m.

(2) Fridays, Saturdays, Sundays 8 a.m. - 8 p.m.

b. Management will analyze levels of business and will adjust locker staffing to most efficiently meet the needs of business levels.

2. Lockers

a. Fees:

1) Lockers - \$132.00 per year per locker. Includes a personalized brass name plate.

2) Shoe Services - \$5 for shoe shines and spike replacement or repair. Cobbler services are available and a schedule of fees based on the repair service provided is posted in the cobbler area.

b. Lockers for guests are included in the guest fee. Keys may be obtained from the Locker Room Attendant.

c. Members not renting a locker on an annual basis may rent a privacy locker for a daily fee of \$5.00. Keys may be obtained from the Locker Room Attendant and the member's account will be charged.

d. The attendant will retain duplicate keys for all lockers in case of loss by the member or guest.

3. Amenities

a. Games and accessories (i.e. cards, poker chips, bridge pads and pens, backgammon boards, and cribbage boards) are available for member use in the Men's and Ladies' Card Rooms/Lounges. These items may be checked out at the attendant station.

b. The Locker Room Attendants will offer shoe cleaning and shining services at a cost of \$5, service charge inclusive.

- c. Locker rooms are equipped with a limited service bar and attendant station. Basic alcoholic drinks (high balls and non-blended drinks), beer, soda, juices, bottled
- d. Towels, wash cloths, etc. will be supplied in the locker rooms. Linens may not be removed from the locker rooms. The Golf Shop will supply towels on the carts.
- e. The Club will supply toiletries, hair dryers, and curling irons in the locker rooms.
 - (1) Toiletries will include a large selection of quality items such as mouthwash, razors, shaving cream, hand and body lotion, hair spray, cotton swabs and balls, deodorant, and fine colognes.
 - (2) Showers will be supplied with bath gel and shampoo.

A. Policy

1. It is the policy of the Club that smoking is not allowed inside any building, except as noted below.
2. Smoking is defined as the use of cigarettes, pipes, and cigars.
3. Smoking will be allowed in:
 - a. designated smoking area of the Lounge in Men's Locker Room.
 - b. designated dining areas on the exterior of Club buildings (i.e. on patios, verandahs, and designated areas of the Cabana and Turn House patio).
4. Signs will indicate smoking areas and ashtrays will be made available in those designated areas.
5. Ash urns will be located around the exterior of buildings near entrances and on porches and verandahs so smokers may feel free to smoke in those locations.
6. There will be no smoking allowed in indoor catering venues, such as the Ballroom and Courtyard Room.
7. The General Manager may approve club-sponsored "smoker" functions in certain areas of the Club. After each of these functions, the Club will thoroughly clean the room and use an ozone air purifier to remove residual smoke odors.

Subject: Service Charges

CO-124

- A. Policy. It is the policy of the Club to add a service charge to all food and beverage purchases.
- B. Discussion
1. A service charge percentage, as determined from time to time by the Board of Directors of the Club, will be added to all food and beverage sales for the convenience of all members.
 2. Service charge amounts:
 - a. Banquet food and beverage - 18%
 - b. Fine dining food and beverage - 18%
 - c. Casual dining food and beverage - 15%
 - d. Turn house, pool cabana, beverage cart - 15%
 3. Because some or all of a service charge goes to the Club, it is subject to state sales tax.
 4. Cash tipping is not permitted by members of the Club.