

## Welcome!

Since this survey is data intensive, we've provided this worksheet you can use for gathering the information needed. However, please submit the **online version** at <https://questionweb.com/56450/> with your final input!

### Questions:

Contact Angela Rao-Brown at (800) 288-6044 or [McGladrey@EffectiveResources.com](mailto:McGladrey@EffectiveResources.com).

\* = Required Question

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## Club Information:

Club Name: \*

Address: \*

City: \*

State: \*

Florida  Georgia

Zip (5 digits): \*

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## Survey Respondent:

Name: \*

Phone (with area code: 555-555-1212): \*

Extension:

E-mail: \*

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**About Your Club:**

Please mark the answer which **best describes** your club.

**Ownership Type \***

- Member-Owned
- Developer Controlled

**Corporate Structure \***

- Stand-Alone Club (Club Separate from Community Association)
- Common Interest Realty Association (CIRA)

**Club Type \***

- Full Service Country Club
- Golf Club
- Yacht Club
- Beach Club

**Total Annual Revenue** (\*; include all types of revenue; numbers only please) \$

**Number of Employees** (\*; whole numbers please)

Full Time Peak:

Part Time Peak:

Full Time Off Peak:

Part Time Off Peak:

**Number of Holes**

- 18 Holes
- More Than 18 Holes

**Total Memberships** (\*; include all types; numbers only please)

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## **Employee Benefits — General:**

For questions with more than one possible answer, provide the **response that fits the majority** of your employees.

### **What is your introductory period for benefits?**

- 30 days
- 60 days
- 90 days
- 180 days
- Other

### **What constitutes full time employment?**

- 28 hours
- 30 hours
- 32 hours
- Other

### **Which of the following benefits do you offer? (Mark all that apply)**

#### **Health:**

- Medical insurance
- Dental insurance
- Vision plan
- Short term disability plan
- Long term disability plan

#### **Financial:**

- 401(k)
- Savings plan
- Direct deposit
- Credit union
- Management bonus/ deferred compensation

#### **Other:**

- Employee exchange/ internship
- Drug Free Workplace
- Employee meals provided
- Company housing provided
- Uniforms provided
- If Yes, employees pay a refundable deposit for uniforms

Following are a series of questions based on specific benefits. Please only answer the sections which apply to those you provide.

For questions with more than one possible answer, provide the **response that fits the majority** of your employees.

**Employee Benefits — Medical:**

Only answer if you marked **“Medical insurance”** as a benefit you provide (bottom of page 3).

**What type of medical insurance plan do you offer?**

- HMO
- MSA/HAS
- PPO
- POS
- Variety
- Other

**Percent of premium paid by employer for medical coverage:**

	0%	1-25%	26-50%	51-60%	61-70%	71-80%	81-90%	91-99%	100%
Employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dependent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Employee Benefits — Dental:**

Only answer if you marked **“Dental insurance”** as a benefit you provide (bottom of page 3).

**Percent of premium paid by employer for dental coverage:**

	0%	1-25%	26-50%	51-60%	61-70%	71-80%	81-90%	91-99%	100%
Employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dependent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Employee Benefits — Vision:**

Only answer if you marked **“Vision plan”** as a benefit you provide (bottom of page 3).

**Percent of premium paid by employer for vision coverage:**

	0%	1-25%	26-50%	51-60%	61-70%	71-80%	81-90%	91-99%	100%
Employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dependent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For questions with more than one possible answer, provide the **response that fits the majority** of your employees.

**Employee Benefits — Short Term Disability:**

Only answer if you marked “**Short term disability plan**” as a benefit you provide (bottom of page 3).

**Percent of premium paid by employer for short term disability:**

	0%	1-25%	26-50%	51-60%	61-70%	71-80%	81-90%	91-99%	100%
Employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Number of days absence before short term disability is effective:**

- 0 to 30 days
- 31 to 60 days
- 61 to 90 days
- 91 to 120 days
- Greater than 120 days

**Employee Benefits — Long Term Disability:**

Only answer if you marked “**Long term disability plan**” as a benefit you provide (bottom of page 3).

**Percent of premium paid by employer for long term disability:**

	0%	1-25%	26-50%	51-60%	61-70%	71-80%	81-90%	91-99%	100%
Employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Number of days absence before long term disability is effective:**

- 0 to 90 days
- 91 to 180 days
- 181 to 270 days
- 271 to 365 days
- Greater than 365 days

For questions with more than one possible answer, provide the **response that fits the majority** of your employees.

**Employee Benefits — 401(k):**

Only answer if you marked “401(k)” as a benefit you provide (bottom of page 3).

What is the maximum percentage of salary allowed for employee contribution?

What are the company's matching percentages?

<i>Employee Contribution</i>	<i>Company Matching</i>
1%	<input style="width: 80px; height: 20px;" type="text"/>
2%	<input style="width: 80px; height: 20px;" type="text"/>
3%	<input style="width: 80px; height: 20px;" type="text"/>
4%	<input style="width: 80px; height: 20px;" type="text"/>
5%	<input style="width: 80px; height: 20px;" type="text"/>
6%	<input style="width: 80px; height: 20px;" type="text"/>

Complete the table to describe your plan's matching contribution rates. For example, if your company has 100% match up to 2% and then 50% match for 3% or more enter your data like this:  
 1% employee contribution = 1% company contribution  
 2% employee contribution = 2% company contribution  
 3% employee contribution = 1.5% company contribution, etc.

What is the *maximum* percentage match that you offer?

- 1%
- 2%
- 3%
- 4%
- 5%
- 6%
- 7% or more

From this point on, questions should be answered by all respondents.

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**Employee Benefits — Time Off:**

Number of Paid Holidays per year:

Number of Vacation Days Paid per years of employment:

0 - 1 Years

1 - 2 Years

2 - 3 Years

3 - 4 Years

4 - 5 Years

5 - 10 Years

Number of Vacation Days that can be carried over each year:

Number of days offered for each of the following:

Death in Family

Jury Duty

Number of Sick Days per year:

- 0 - 3
- 4 - 5
- 6 - 9
- 10 or more

### Salary & Wage Information

The remainder of the survey covers the assorted positions in detail. While all data is important, please particularly ensure you complete:

- Number of Employees
- Average Base Rate Paid

If you do not have employees in a position, you do **not** have to put "0"s across—simply leave it blank.

#### # of Employees

Enter the number of employees for each job matched. Data will be reported only in the aggregate to protect confidentiality.

#### Range: Minimum and Maximum \$/Hour

Enter the minimum or maximum hourly rate of the salary range for the jobs you match. If you don't have established pay ranges for this job, enter the actual minimum or maximum paid rate.

#### Average Base Rate Paid \$/Hour

Most Common \$. If only one incumbent, enter actual base rate paid; if two or more incumbents, enter actual average base rate paid.

#### Other Income \$/Annual

Enter average annual other income to include tips, lesson fees, commissions, deferred compensation, and any other income earned by this employee.

#### Bonus \$/Annual

Enter the annual amount of bonus paid by the club to this employee separate from any other income.

### Executive & Administration

Job descriptions for all positions begin on page 18.

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
1100 - General Manager						
1110 - Property Manager (HOA/POA)						
1200 - Office Manager						
1210 - Secretary						
1220 - Administrative Assistant						
1230 - Switchboard/Receptionist						
1240 - Reservationist						



**Food & Beverage**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
2100 - Food & Beverage Director						
2200 - Executive Chef						
2210 - Working Chef						
2220 - Sous Chef						
2230 - Pastry Chef						
2240 - Short Order Cook						
2250 - Line Cook						
2260 - Garde Manger						
2270 - Cook's Helper						
2300 - Steward						
2310 - Food & Beverage Purchasing Agent						
2320 - Receiving & Storeroom Clerk						
2400 - Dishwasher						
2410 - Bus Person						
2420 - Bus Person (Gratuity Eligible)						
2500 - Dining Room Manager (Casual)						
2510 - Dining Room Manager (Formal)						
2520 - Captain						
2530 - Captain (Gratuity Eligible)						
2540 - Host(ess)						
2550 - Host(ess) (Gratuity Eligible)						
2560 - Maitre'd						
2570 - Maitre'd (Gratuity Eligible)						

**Food & Beverage (Continued)**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
2600 - Server						
2610 - Server (Gratuity Eligible)						
2620 - Food Runner						
2630 - Buffet Attendant						
2640 - Buffet Attendant (Gratuity Eligible)						
2700 - Catering Manager						
2710 - Banquet Manager						
2720 - Banquet Setup Porter						
2800 - Beverage Manager						
2810 - Head Bartender						
2820 - Head Bartender (Gratuity Eligible)						
2830 - Wine Steward(ess)/ Sommelier						
2840 - Bartender						
2850 - Bartender (Gratuity Eligible)						
2860 - Beverage Server						
2870 - Beverage Server (Gratuity Eligible)						

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**Clubhouse**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
3100 - Assistant General Manager						
3200 - Executive Housekeeper						
3210 - Housekeeper (light)						
3220 - Housekeeper (heavy)						
3230 - Night Cleaner						
3300 - Valet Supervisor						
3310 - Valet						
3320 - Valet (Gratuity Eligible)						
3330 - Front Door Attendant						
3400 - Laundry Manager						
3410 - Laundry Worker						
3500 - Chief Engineering						
3510 - Electrician						
3520 - Carpenter						
3530 - HVAC Mechanic						
3540 - Facilities Mechanic						
3550 - Laborer						
3600 - Director of Security						
3610 - Security Guard						

**Accounting**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
4100 - Director of Finance						
4110 - Controller						
4120 - Assistant Controller						
4130 - Head Bookkeeper/ Accountant						
4140 - Payroll Clerk						
4150 - Accounts Receivable Clerk						
4160 - Accounts Payable Clerk						
4170 - Auditor						
4180 - Cashier						
4200 - Information Technology Manager						
4210 - Information Technology Technician						

**Membership**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
5100 - Membership Director						
5110 - Communications Manager						
5120 - Social Activities Manager						
5130 - Youth Activities Coordinator						
5140 - Children's Program Associate						
5150 - Card Room Attendant						
5160 - Front Desk Attendant (Reservationist)						

**Human Resources**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
6100 - Director of Human Resources						
6110 - Human Resources Associate						

**Golf**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
7100 - Director of Golf – Club owns inventory						
7110 - Director of Golf – Pro owns inventory						
7115 - Head Golf Instructor						
7120 - Head Golf Pro						
7130 - Assistant Golf Professional						
7200 - Retail Shop Manager/Buyer						
7210 - Golf Shop Salesperson						
7300 - Starter						
7310 - Ranger						
7400 - Driving Range Attendant						
7410 - Driving Range Attendant (Gratuity Eligible)						
7500 - Cart Mechanic Supervisor						
7510 - Cart Mechanic						
7600 - Cart/Bag Room Supervisor						
7610 - Cart/Bag Room Attendant						
7620 - Cart/Bag Room Attendant (Gratuity Eligible)						
7700 - Caddie Master						
7710 - Caddie						
7800 - Locker Room Supervisor						
7810 - Senior Locker Room Attendant						
7820 - Senior Locker Room Attendant (Gratuity Eligible)						
7830 - Locker Room Attendant						
7840 - Locker Room Attendant (Gratuity Eligible)						

**Golf Course Maintenance**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
8100 - Golf Course Superintendent						
8110 - Assistant Superintendent						
8200 - Maintenance Foreman						
8300 - Spray Technician						
8310 - Irrigation Technician						
8320 - Operator						
8330 - Golf Course Laborer						
8340 - Tree Technician						
8400 - Head Mechanic/Shop Manager						
8410 - Mechanic						
8420 - Assistant Mechanic						

**Tennis**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
9100 - Director of Tennis Operations – Club owns inventory						
9110 - Director of Tennis Operations – Pro owns inventory						
9200 - Tennis Professional						
9210 - Assistant Tennis Professional						
9300 - Merchandise Manager						
9310 - Pro Shop Sales Clerk						
9400 - Court Maintenance						

**Fitness & Spa**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
10100 - Director of Fitness/Spa						
10110 - Assistant Director of Fitness/Spa						
10200 - Personal Fitness Instructor						
10210 - Fitness Center Attendant						
10220 - Floor Spotter						
10230 - Aerobics Instructor						
10240 - Yoga Instructor						
10400 - Pool Manager						
10410 - Lifeguard						
10420 - Beach Attendant						
10500 - Massage Therapist						
10510 - Massage Therapist (Gratuity Eligible)						
10600 - Facial Technician						
10610 - Facial Technician (Gratuity Eligible)						
10620 - Manicurist						
10630 - Manicurist (Gratuity Eligible)						
10640 - Hair Stylist						
10650 - Hair Stylist (Gratuity Eligible)						
10660 - Barber						
10670 - Barber (Gratuity Eligible)						



**Rooms**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
11100 - Rooms Director						
11200 - Front Desk Clerk						
11210 - Reservations Clerk						
11300 - Bellperson						
11400 - Night Auditor						
11500 - Housekeeper						

**Yacht Clubs - Special Positions**

	# of Empl.	Min \$/Hour	Max \$/Hour	Avg. Base Rate \$/Hour	Other Income \$/Annual	Bonus \$/Annual
12100 - Sailing Director						
12200 - Harbor Master						
12210 - Harbor Attendant						

**Job Descriptions — Executive & Administration**

1100 - General Manager	Serves as chief operating officer of the club. Manages all aspects of the club including relationships between board members, members, guests, employees, the community and government. Develops policies and procedures in conjunction with the department managers supervised. Develops plans and budgets for each major area that will enhance member satisfaction and protection of club assets.
1110 - Property Manager (HOA/POA)	Serves as chief operating officer of the homeowner's association/property owner's association. Manages all aspects of the HOA/POA. Develops policies and procedures in conjunction with the department managers supervised. Develops plans and budgets for each major area of the HOA/POA operations.
1200 - Office Manager	Manages the clerical, secretarial, purchasing, photocopy, mail, switchboard and telephone operations, office equipment and supplies.
1210 - Secretary	Provides secretarial support (filing, typing, word processing, clerical, telephone and related duties) for the General Manager and other club management staff.
1220 - Administrative Assistant	Provides secretarial and administrative services to Board, General Manager and other department heads. Prepares meeting notices, managers records and files, maintains general correspondence, receives and screens visitors for board and managers, assist with general managers schedule and travel arrangements and performs general office tasks including dictation and word processing for department heads for specified individuals.
1230 - Switchboard/Receptionist	Operate telephone switchboard; relay messages to telephone stations; greet members and guests; schedule appointments for administrative staff.
1240 - Reservationist	Assists members and guests in making reservations

**Job Descriptions — Food & Beverage**

2100 - Food & Beverage Director	Responsible for all food and beverage service and delivery systems for the club. Directly supervises the Catering Manager, Beverage Manager, Banquet Manager, Restaurant Manager and managers of all other outlets such as snack bars, half-way houses, etc. Plans and implements budgets, hires, trains and supervises staff.
2200 - Executive Chef	Responsible for all food and pastry production including that used for restaurants, banquet functions and other outlets. Develops menus, food purchase specifications and recipes. Supervises production and pastry management staff. Develops and monitors food and labor budget for the department. Maintains food quality and sanitation standards.
2210 - Working Chef	Assists the Executive Chef and/or the Sous Chef in food planning and food for all food outlets, banquet events and other functions at the club. Prepares more difficult dishes and assist with supervision of food production personnel to assure that quality and cost standards are consistently attained.

2220 - Sous Chef	Serves as "second-in-command" of the kitchen: assists the Executive Chef in supervising food production for all food outlets, banquet events and other functions at the club. Supervises food production personnel, assists with food production tasks as needed and assures that quality and cost standards are consistently attained.
2230 - Pastry Chef	Responsible for all pastry production for the dining room and all other functions in the club. Develops pastry related recipes and ingredient purchase specifications. Supervises bakery employees.
2240 - Short Order Cook	Prepares a limited menu in an informal fast food environment to members upon request according to menu prepared by Sous Chef.
2250 - Line Cook	Prepares food in accordance with club recipes and standards. Sets up service units with needed items. Assists the Sous chef in maintaining security and safety in the kitchen.
2260 - Garde Manger	Supervises cold kitchen and prepares products according to club recipes and standards.
2270 - Cook's Helper	Assist in the pre-preparation of food products. Obtain necessary ingredients and clean food-preparation equipment, utensils and work areas.
2300 - Steward	Cleans food delivery, storage and preparation areas; helps with the receiving, storing and/or distributing of food and beverage products. Also known as pantry cook.
2310 - Food & Beverage Purchasing Agent	Responsible for the budgeting and procurement of all equipment, food and supplies for the food and beverage department. Develops with the Food and Beverage Director and Executive Chef the purchasing and materials specifications. Stays up-to-date with market conditions, including shortages, price and quality. Develops and implements requisitioning, bidding, supplier selection and ordering systems, including policies and procedures. Insures verification of shipments and deliveries. Rejects materials not meeting specifications. Maintains accurate efficient records of all purchases.
2320 - Receiving & Storeroom Clerk	Receive, inspect, store and maintain all purchases.
2400 - Dishwasher	Wash and properly store all cooking utensils, china equipment, flatware and glassware.
2410 - Bus Person	Sets and cleans dining room tables before, during and after meal service.
2420 - Bus Person (Gratuity Eligible)	Sets and cleans dining room tables before, during and after meal service.
2500 - Dining Room Manager (Casual)	In a casual dining environment, is responsible for management of dining room service in the manner most pleasing to members and their guests. Assures a high standard of appearance, hospitality and service in personnel and cleanliness of dining room. Supervises and trains dining room staff. Supervises food service and beverage preparation, may assist with seating.

2510 - Dining Room Manager (Formal)	In a formal dining environment, is responsible for management of dining room food and beverage service in the manner most pleasing to members and their guests. Assures a high standard of appearance, hospitality and service in personnel and cleanliness of dining room. Supervises and trains dining room staff. Supervises food service and beverage preparation, may assist with seating. May take reservations.
2520 - Captain	Manages an assigned portion of the dining room and may suggest wine and drinks, assist with clarifying orders and may direct servers in assigned area.
2530 - Captain (Gratuity Eligible)	Manages an assigned portion of the dining room and may suggest wine and drinks, assist with clarifying orders and may direct servers in assigned area.
2540 - Host(ess)	Greets and seats guests; maintains order and cleanliness.
2550 - Host(ess) (Gratuity Eligible)	Greets and seats guests; maintains order and cleanliness.
2560 - Maitre'd	Greets members, seats, may suggest wine and drinks, assist with clarifying orders and may direct servers.
2570 - Maitre'd (Gratuity Eligible)	Greets members, seats, may suggest wine and drinks, assist with clarifying orders and may direct servers.
2600 - Server	Sets up side station, distributes menus, takes members/guests' orders, turns orders in, serves meal, checks on member satisfaction with meal, removes soiled dishes, presents the bill (if applicable).
2610 - Server (Gratuity Eligible)	Sets up side station, distributes menus, takes members/guests' orders, turns orders in, serves meal, checks on member satisfaction with meal, removes soiled dishes, presents the bill (if applicable).
2620 - Food Runner	Provides food and beverage service to club members and guests to assist servers with prompt service.
2630 - Buffet Attendant	Sets up, monitors and cleans buffet table and insures adequate quantities of food are attractively displayed.
2640 - Buffet Attendant (Gratuity Eligible)	Sets up, monitors and cleans buffet table and insures adequate quantities of food are attractively displayed.
2700 - Catering Manager	Promote the Club's dining facilities for private banquets, business and social meetings and other member-related activities. Develop contracts for and oversees all administrative and operational aspects of preparing and serving events. Work with banquet and other departments to assure that the guests' expectations are exceeded.
2710 - Banquet Manager	In charge of the banquet service function in the Club. Supervise banquet service personnel to assure member and guest satisfaction through proper food and beverage service and presentation. Maximize the Club's profitability from the catering function.
2720 - Banquet Setup Porter	Sets up and cleans banquet rooms and serves banquets.

2800 - Beverage Manager	Responsible for management of all bar areas in a manner most pleasing to members and guests. Meets sales and expense budget goals. Supervises beverage department personnel. Monitors inventory levels and develops/implements procedures for all beverage departments.
2810 - Head Bartender	Supervises and trains bartenders. Keeps track of inventory.
2820 - Head Bartender (Gratuity Eligible)	Supervises and trains bartenders. Keeps track of inventory.
2830 - Wine Steward(ess)/Sommelier	Assists guests by recommending and serving wines.
2840 - Bartender	Prepares and serves alcoholic and nonalcoholic beverages.
2850 - Bartender (Gratuity Eligible)	Prepares and serves alcoholic and nonalcoholic beverages.
2860 - Beverage Server	Provides beverage service to club members and guests.
2870 - Beverage Server (Gratuity Eligible)	Provides beverage service to club members and guests.

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### Job Descriptions — Clubhouse

3100 - Assistant General Manager	Works closely with the General Manager. Responsible for the general operation of staff functions relating to Rooms, Housekeeping, Maintenance/Repair and Security. Responsible for operation of all aspects of the club in the absence of the General Manager and performs specific tasks as requested by him/her.
3200 - Executive Housekeeper	Directs the administration of all housekeeping services for guestrooms, public and staff areas; ensures the highest standards of sanitation, safety, comfort and aesthetics, and directs all of the housekeeping employees.
3210 - Housekeeper (light)	Cleans the interiors. (bathrooms, office, etc.)
3220 - Housekeeper (heavy)	Clean the exterior of the club. (windows, concrete, floors, driveways, large trash bins, etc.)
3230 - Night Cleaner	Cleans food delivery, storage and preparation areas; equipment, utensils, flatware and glassware.
3300 - Valet Supervisor	Maintains and inspects financial transaction records. Develops reports for management. BA degree in accounting required.
3310 - Valet	Parks automobiles for members and guests
3320 - Valet (Gratuity Eligible)	Parks automobiles for members and guests

3330 - Front Door Attendant	Greets and opens door for members and guests.
3400 - Laundry Manager	Responsible for all upkeep and organization of laundry and linen room and for supervision of all laundry personnel.
3410 - Laundry Worker	Cleans and irons soiled linen.
3500 - Chief Engineering	Oversees the engineering department of the club to include all mechanical areas of the club facility and the grounds to keep the club functioning at top efficiency. Coordinates any subcontractors in the facilities management area such as electrical, plumbing, carpentry, air conditioning, heating, painting or general maintenance. Develops and coordinates facilities maintenance plan and reviews drawings and plans for renovations and improvements. Develops and monitors capital and expense budgets and supervises the purchase of related equipment and supplies. Maintains accurate records for inventory, accounting and depreciation purposes. Complies with laws and regulations.
3510 - Electrician	Performs electrical repairs to club and golf/tennis/bath facilities.
3520 - Carpenter	Performs carpentry to club house, golf/tennis/bath facilities.
3530 - HVAC Mechanic	Maintains and services HVAC system.
3540 - Facilities Mechanic	Maintains club house equipment.
3550 - Laborer	Performs repetitive manual and semiskilled labor of an entry level nature. Must perform arduous work in unfavorable conditions in an area other than golf course management.
3600 - Director of Security	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.
3610 - Security Guard	Patrol club facilities ad property to ensure safety of members, guests and employees.

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### Job Descriptions — Accounting

4100 - Director of Finance	Supervises Controller and accounting function and is involved in the strategic planning, investments, risk management and insurance issues in the club. Reports directly to the General Manager or the Board.
4110 - Controller	Develops, suggests and implements policies designed to control and coordinate accounting, auditing, budgets, taxes and related activities and records; develops, suggests and administers procedures and systems pertaining to financial matters; prepares drafts of financial statements, and assists with forecasts and analyses for the club by providing the data and information requested by management. This is an exempt position and does not perform payroll.

4120 - Assistant Controller	Assist controller or other senior manager in implementing policies designed to control and coordinate accounting, auditing, budgets, taxes and related activities and records; follows procedures and systems pertaining to financial matters; prepares drafts of reports leading to financial statements, and provides the data and information requested by management.
4130 - Head Bookkeeper/Accountant	Maintains accurate records of all transactions. Supervises lower level bookkeepers.
4140 - Payroll Clerk	Maintains and processes accurate payroll for the club.
4150 - Accounts Receivable Clerk	Responsible for accounts receivable duties. Assists Comptroller in accounts receivable related record keeping and processing. Produces member receivable aging report.
4160 - Accounts Payable Clerk	Maintains exact records of accounts payable; reconciles accounts payable with invoices, purchase orders and expense reports; writes and/or issues payments on accounts
4170 - Auditor	Conducts regular recurring audits. Reviews accuracy of records and documentation, reconciles accounts and balances, reviews controls, accounting and bookkeeping procedures and processes. Prepares reports and recommendations.
4180 - Cashier	Maintains transaction supplies (including cash) and collects charges or cash for transactions. May be responsible for ringing up sales on point of sales system
4200 - Information Technology Manager	Directs and coordinates development and production activities of computerized management information systems department by performing the following duties personally or through subordinate supervisors.
4210 - Information Technology Technician	Responsible for the computerized management information systems throughout the club, front and back office systems both hardware and software.

**Job Descriptions — Membership**

5100 - Membership Director	Develops and implements plans, programs, projects and activities designed to increase and retain membership in the club. Maintains membership database and establishes procedure for processing applications. Makes recommendations regarding membership classifications. Identifies and markets target audience meeting membership requirements. Organizes membership development and sales campaign and training for staff.
5110 - Communications Manager	Coordinate the development and production of the club's newsletter (bulletin) and other internal and external written communications.
5120 - Social Activities Manager	Plan, direct, coordinate, promote and manage the club's social activities that are designed to enhance the overall enjoyment of the membership and to retain membership in the club.
5130 - Youth Activities Coordinator	Design, develop and implement programs and events for members' and guests' children.
5140 - Children's Program Associate	Implement child care programs for members' and guests' children.
5150 - Card Room Attendant	Serve the needs of card room guests.
5160 - Front Desk Attendant (Reservationist)	Assist members and guests in making reservations.

**Job Descriptions — Human Resources**

6100 - Director of Human Resources	Develops and implements plans, budgets and policy and directs and coordinates human resources activities, such as employment, compensation, labor relations, benefits, training, and employee services. Supervises payroll, worker's compensation, compensation analysis and related areas. Prepares personnel forecast to project employment needs. Insures programs comply with federal and state law.
6110 - Human Resources Associate	Assist the director of human resources in administration, payroll, worker's compensation, employee data collection, processing and analysis.



**Job Descriptions — Golf**

7100 - Director of Golf – Club owns inventory	Supervises the starting of play by golfers, charging of greens fees and season privilege fees, the rental and use of golf carts and the maintenance of equipment, rangers, provision of golf instruction, operation of a handicap system, professionals, starters, shop manager, shop staff, enforcement of Club's rules and regulations, pro shop, practice range, caddies, bag and club storage, and locker room.
7110 - Director of Golf – Pro owns inventory	Supervises the starting of play by golfers, charging of greens fees and season privilege fees, the rental and use of golf carts and the maintenance of equipment, rangers, provision of golf instruction, operation of a handicap system, professionals, starters, shop manager, shop staff, enforcement of Club's rules and regulations, pro shop, practice range, caddies, bag and club storage, and locker room.
7115 - Head Golf Instructor	Provides golf instruction to members and guests. Develops instruction curriculum, including clinics, group and individual lessons. Manages the Golf Academy (if available).
7120 - Head Golf Pro	Assist director of golf in managing all golf and golf-related activities and business, to include provision of lessons, monitoring of play, rules interpretation, starters, pro-shop, range, caddies, club storage, and cart maintenance and storage.
7130 - Assistant Golf Professional	Assists head golf professional in instructing and with merchandising, on-course, cart and personnel management responsibilities. Maintains pro shop inventory control system. Assists members by providing and interpreting policies, rules and regulations. Conducts golf clinics. Maintains handicap records. Operates pro shop in absence of Golf Professional.
7200 - Retail Shop Manager/Buyer	Manages and operates the golf pro shop in an efficient and effective manner. Purchases merchandise and designs marketing program and layout to sell same. Maintains proper controls of cash and inventory.
7210 - Golf Shop Salesperson	Sell merchandise in golf shop.
7300 - Starter	Controls pace of play on golf course by directing players to the first tee at appropriate times.
7310 - Ranger	Ensures smooth pace of play on golf course. May also enforce club rules of play.
7400 - Driving Range Attendant	Provides range services to members and guest by, providing ball for the range and fills appropriate containers, operates tractor and ball picker to retrieve balls, washes all range balls daily.
7410 - Driving Range Attendant (Gratuity Eligible)	Provides range services to members and guest by, providing ball for the range and fills appropriate containers, operates tractor and ball picker to retrieve balls, washes all range balls daily.
7500 - Cart Mechanic Supervisor	Supervises and trains cart mechanics.
7510 - Cart Mechanic	Stores, maintains and distributes club and/or privately owned golf carts.

7600 - Cart/Bag Room Supervisor	Trains and supervises cart/bag room attendants. Attends to needs of members and guests.
7610 - Cart/Bag Room Attendant	Provides bag, cart and range services to members and guests.
7620 - Cart/Bag Room Attendant (Gratuity Eligible)	Provides bag, cart and range services to members and guests.
7700 - Caddie Master	Recruit, train and supervise caddies to accommodate the needs of the club.
7710 - Caddie	Carry golf bags for members and guests.
7800 - Locker Room Supervisor	Supervises and trains locker room attendants. Attends to locker room needs of club members and guests as needed.
7810 - Senior Locker Room Attendant	Cleans, polishes and replaces spikes in golf shoes.
7820 - Senior Locker Room Attendant (Gratuity Eligible)	Cleans, polishes and replaces spikes in golf shoes.
7830 - Locker Room Attendant	Attends to locker room needs of club members and guests.
7840 - Locker Room Attendant (Gratuity Eligible)	Attends to locker room needs of club members and guests.

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**Job Descriptions — Golf Course Maintenance**

8100 - Golf Course Superintendent	Manages the golf course and greens maintenance areas, clubhouse grounds and parking lots. Manages all the course, greens and surrounding areas in such a way as to create a focal point for activities of the club. Maintains attractiveness of course by insuring proper irrigation, diagnosis of turf grass and ornamental production problems. Prepares and administers plan and budget for department. Directs purchasing activities for department, selection and replacement of equipment and maintains accurate inventory for department.
8110 - Assistant Superintendent	Assists in managing the golf course and greens maintenance, clubhouse grounds and parking lots. Oversees operation in absence in Golf Course Superintendent.
8200 - Maintenance Foreman	Distributes work load to staff and provides day-to-day supervision. Priorities work assignments. Coordinates small clubhouse repairs and general maintenance projects. Assists in the planning and scheduling of work projects.
8300 - Spray Technician	Selects and appropriately applies all pesticides, herbicides and fertilizers associated with grounds and golf course maintenance.

8310 - Irrigation Technician	Maintains proper irrigation on all grounds.
8320 - Operator	Operates and cares for course maintenance equipment. Will usually operate more technical equipment more technical or difficult to operate equipment than a laborer.
8330 - Golf Course Laborer	This is an entry-level position that operates and cares for course maintenance equipment. This person performs non-technical manual labor in the areas of irrigation and course maintenance. This position doesn't include irrigation, pesticide technician or experienced equipment operators and mechanic.
8340 - Tree Technician	Trims, fertilizes, plants and rehabilitates trees as needed
8400 - Head Mechanic/Shop Manager	Repairs and maintains all golf course equipment Coordinates equipment repair with other departments.
8410 - Mechanic	Maintains golf course equipment.
8420 - Assistant Mechanic	Assists mechanic in the maintenance of golf course equipment. Maybe in a learning or apprentice mode.

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### Job Descriptions — Tennis

9100 - Director of Tennis Operations – Club owns inventory	Organizes and directs all club tennis activities, events, exhibitions, tournaments and lessons. Gives lessons and supervises instructional programs. Develops and administers tennis policies regarding play on courts. Coordinates maintenance and repair of courts. Supervises other tennis personnel. Markets tennis program to members.
9110 - Director of Tennis Operations – Pro owns inventory	Organizes and directs all club tennis activities, events, exhibitions, tournaments and lessons. Gives lessons and supervises instructional programs. Develops and administers tennis policies regarding play on courts. Coordinates maintenance and repair of courts. Supervises other tennis personnel. Markets tennis program to members.
9200 - Tennis Professional	Organizes and directs all club tennis activities, events, exhibitions, tournaments and lessons.
9210 - Assistant Tennis Professional	Assists Tennis Professional in management of all facilities and activities related to tennis.
9300 - Merchandise Manager	Manages and operates the tennis pro shops in an efficient and effective manner. Purchases merchandise and designs marketing program and layout to sell same. Maintains proper controls of cash and inventory
9310 - Pro Shop Sales Clerk	Sells tennis merchandise in the tennis shop; maintains the tennis shop; sells tennis court time.
9400 - Court Maintenance	Maintains daily maintenance of courts and areas adjacent to courts; maintains and repairs tennis maintenance machines and equipment.

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**Job Descriptions — Fitness & Spa**

10100 - Director of Fitness/Spa	Organizes and directs all club fitness activities, events, and lessons. Gives and supervises instructional programs. Develops and administers fitness policies. Coordinates maintenance and repair of fitness area. Supervises other athletic personnel. Markets fitness program to members.
10110 - Assistant Director of Fitness/Spa	Assist Director in management of all facilities and activities related to Fitness and Spa.
10200 - Personal Fitness Instructor	Performs physical assessments of members and guests; Develops and supervises fitness programs for members and guests. Also develops individual programs to accommodate needs of members.
10210 - Fitness Center Attendant	Attends to needs of members and guests while in the fitness club.
10220 - Floor Spotter	Assist members when lifting weights or in getting into position on equipment.
10230 - Aerobics Instructor	Develops aerobic programs for members and guests.
10240 - Yoga Instructor	Develops yoga instruction for members and guests.
10400 - Pool Manager	Supervises safe, clean and appealing club swimming facilities.
10410 - Lifeguard	Implements all water safety policies and procedures; supervises members and guests in and around the swimming pool.
10420 - Beach Attendant	Monitors beach. Provides towels to members and guests. Implements all water safety policies for the beach area. May also serve food and beverages. Also known as a Cabana Attendant.
10500 - Massage Therapist	Provides professional massages to members.
10510 - Massage Therapist (Gratuity Eligible)	Provides professional massages to members.
10600 - Facial Technician	Provides facials and related services to members.
10610 - Facial Technician (Gratuity Eligible)	Provides facials and related services to members.
10620 - Manicurist	Provides manicures and related services to members.
10630 - Manicurist (Gratuity Eligible)	Provides manicures and related services to members.
10640 - Hair Stylist	Styles, perms, cuts and colors members hair and performs related services.

10650 - Hair Stylist (Gratuity Eligible)	Styles, perms, cuts and colors members hair and performs related services.
10660 - Barber	Cuts members hair, shaves and performs related services.
10670 - Barber (Gratuity Eligible)	Cuts members hair, shaves and performs related services.

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### Job Descriptions — Rooms

11100 - Rooms Director	Supervise all rooms personnel. Develop and implement policies and procedures to ensure guest satisfaction and proper completion of all rooms tasks.
11200 - Front Desk Clerk	Assist members and guests in all front office-related areas in an efficient, courteous and professional manner that maintains high standards of service and hospitality.
11210 - Reservations Clerk	Assist members and guests in making reservations.
11300 - Bellperson	Escort members and guests. Carry members' and guests' personal belongings. Assist members and guests with registration.
11400 - Night Auditor	Direct front-desk operations from midnight until 8:00 a.m. Record and reconcile charges for previous day.
11500 - Housekeeper	Clean all guest rooms.

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### Job Descriptions — Yacht Clubs - Special Positions

12100 - Sailing Director	Manage all sailing activities.
12200 - Harbor Master	Supervise all activities involving docks, dock area and boats.
12210 - Harbor Attendant	Perform all duties and services required of harbor personnel in a safe, courteous, efficient and professional manner at all times.