

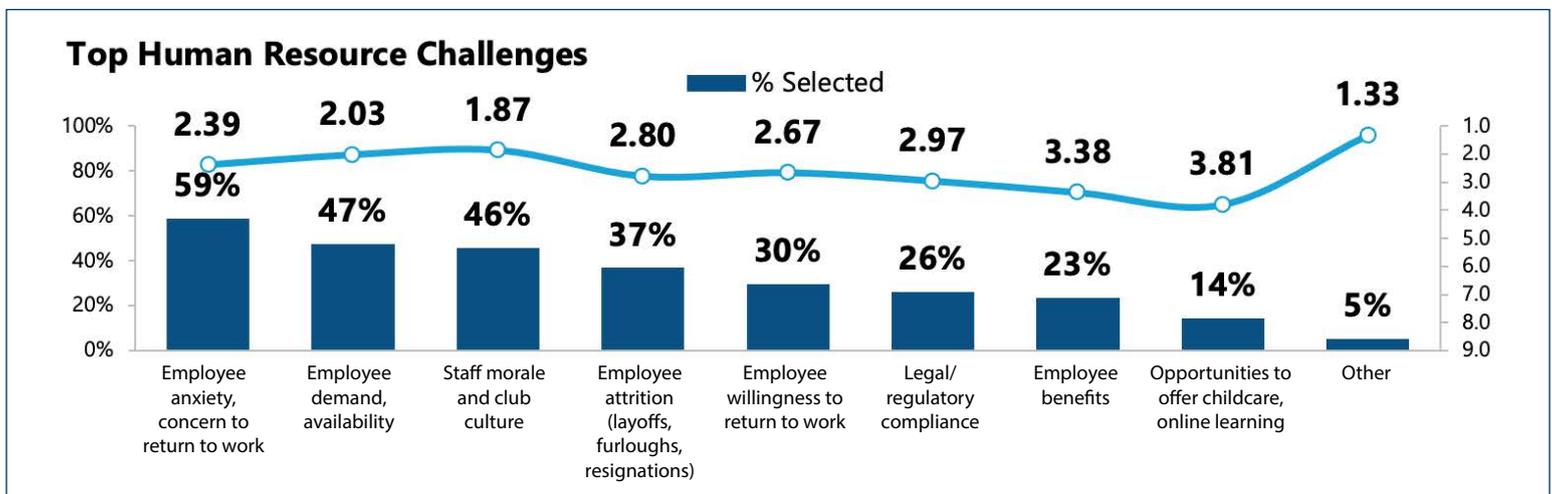
Board Brief



CLUB MANAGEMENT ASSOCIATION OF AMERICA

September/October 2021

By the Numbers: Club Leaders Identify Human Resource Challenges and Motivational Tactics



Attracting and keeping your club's team together, cohesive, and highly motivated has been challenging to say the least throughout the pandemic.

According to the more than 500 club leaders responding to the 2021 Club Leader's Perspective Survey, administered by GGA Partners in collaboration with CMAA, managing employee anxiety, concern, and return to work comfort is a widespread challenge, while cultivating staff morale and club culture tops the list as the highest priority investment in human capital.

More than two-thirds of club leaders say they faced challenges with employees unwilling to return to work after their club reopened and resumed operations, citing fear of contracting the coronavirus and competitive unemployment benefits as primary reasons.

One-third of club leaders cited employees' availability/scheduling challenges relating to school closures and having children at home as a reason they believe employees are unwilling to return to work.

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Reasons Employees Unwilling to Return	Percent
Fear of contracting COVID-19	67%
Secured competitive unemployment benefits	65%
Availability/scheduling challenges relating to school closures and having children at home	33%
Motivation and work environment (isolated, lonely, limited social interactions, adherence to health/safety protocols)	13%
Found alternative employment	10%
Other	6%

Despite the reluctance of some employees to return to work, most club leaders characterize the current morale and attitude of club staff as optimistic. This may be a result of the tactics more than 90 percent of leaders say their clubs

have implemented to allay employee fears and concerns, including the deployment of a fixed program of regular morale check-ins and the introduction of bonus or compensation incentives.

Despite the challenges, club leaders foresee a net positive impact from the pandemic on staffing strategies and motivation, coupled with more enhanced evaluations and detailed performance tracking that will enhance staff enjoyment and satisfaction, attract more talent to the club industry, further increase the value of human capital in clubs and ultimately enable club leaders to deliver the experience their members expect.

Source: Access the complete research results and key insights found in A Club Leader's Perspective: Emerging Trends & Challenges at link. Club leaders weighed-in on emerging trends and challenges across five primary areas: 1) industry outlooks and the ripple effects of COVID-19, 2) human resources and workforce demands, 3) the membership experience, value proposition, and programming, 4) capital planning and long-range improvement strategies, and 5) financial position, budgeting, and forecasting. Access at https://ggapartners.com/wp-content/uploads/2021/06/A-Club-Leaders-Perspective-Emerging-Trends-Challenges_GGA-Partners_2021-Research.pdf.



Best Practices: Institute a Code of Conduct

The roles and responsibilities of the Board of Directors are generally well enumerated but does your club have a written code of conduct for board members? Consider these statements for inclusion in your club's policy.

As a member of the board of directors, I will:

- Listen carefully to my fellow board members;
- Carefully consider and respect the opinions of my fellow board members;
- Respect and support all majority decisions of the board;
- Recognize the authority vested in the board;
- Keep well-informed of developments relevant to issues that may come from the board;
- Participate actively in board meetings and actions and not discuss elsewhere what I am unwilling to discuss in board meetings;
- Bring to the attention of the board any issues I believe will have a significant effect on our organization or those we serve;
- Attempt to communicate the needs of those we serve to the board of directors;
- Refer complaints directly to the proper level on the chain of command;
- Recognize my job is to ensure that the organization is well-managed, not necessarily to manage the organization;
- Represent all those whom this organization serves vs. specific segments or special interest groups;
- Consider myself a "trustee" of the organization and do my best to ensure it is well-maintained, financially secure, and always operating in accord with our stated objectives;
- Work to learn how to do my job better; and
- Acknowledge conflicts of interest between my personal life and my position on the board and abstain from voting or attempting to influence issues in which I am conflicted.

Adapted and Excerpted from CMAA's Board Resource Manual.

Legal, Legislative, & Regulatory Update

EPA Plans to Revisit the Waters of the US Definition

In June, the Environmental Protection Agency (EPA) announced its intentions to revisit the definition of the Waters of the US (WOTUS). The EPA plans to initiate a new rulemaking process that would restore the definition in place prior to the implementation of the 2015 WOTUS rule and ultimately develop a new rule to establish a "durable definition" for the future.

The 2015 WOTUS rule dramatically expanded federal jurisdiction over waters and wet areas in the US, including most water bodies on golf courses. It was repealed by the previous Administration and replaced with the Navigable Waters Protection Rule (NWPR).

In August, the EPA began soliciting public comments on changes to the rule. This new process is expected to dismantle the NWPR which has been in effect and enforceable in most states since June of 2020. The NWPR provided clarity about what waters fall under federal vs. state jurisdiction and instituted clear rules for property owners.

For now, the NWPR remains in effect until a new rule is adopted (or the finalization of any separate pending legal actions challenging the rule).

Senate Approves Early Ending for Employee Retention Tax Credit

On August 11, the Senate passed HR 3684, the INVEST in America Act, which included language to end the ERTC program on September 30, 2021, instead of its original expiration date of December 31, 2021. The bill now awaits approval by the House of Representatives, which has already adjourned for its summer recess and is not slated to return until September 20.



CMAA News & Announcements

Club Careers: Your Resource for Club Leadership

Are you looking for your club's next leader? List your position with CMAA's Club Careers and advertise directly to CMAA members who are seeking new opportunities, both at the executive or mid-management levels.

If you are seeking executive management personnel, CMAA's Managerial Openings List (MOL) will connect you with club management professionals seeking roles as General Managers, Chief Operating Officers, and Chief Operating Officers. All postings on this list have salary ranges at \$75,000 or above.

If your club is seeking mid-management personnel, CMAA's Mid-Management Openings List (MMCO) will connect you with club management professionals seeking roles Club-house Managers, Food and Beverage Managers, Banquet Managers, among others. All postings on this list have salary ranges under \$75,000.

(Please note: For positions with salaries that straddle the \$75,000 salary range, jobs will be listed on both pages.)

Additional resources are available including sample job descriptions and the Interim Management List, an online listing of CMAA members who are available to fulfill various interim management positions.

Since the inception of ClubCareers in 2003, the site has posted thousands of jobs, connecting clubs with CMAA-educated professionals.

For more information, visit cmaa.org/careers/.

The Board Brief is a publication of the Club Management Association of America. Founded in 1927, the Club Management Association of America (CMAA) is the largest professional association for managers of membership clubs with 6,800 members throughout the US and internationally. Our members contribute to the success of more than 2,500 country, golf, athletic, city, faculty, military, town, and yacht clubs. The objectives of the Association are to promote relationships between club management professionals and other similar professions; to encourage the education and advancement of members; and to provide the resources needed for efficient and successful club operations. Under the covenants of professionalism, education, leadership, and community, CMAA continues to extend its reach as the leader in the club management practice. CMAA is headquartered in Alexandria, VA, with 42 professional chapters and more than 40 student chapters and colonies. Learn more at cmaa.org.