



INTERIM MANAGER

Sample Job Description

POSITION

Interim General Manager (GM)/Chief Operating Officer (COO)

RELATED TITLES

Interim Club Manager, Interim Clubhouse Manager, Interim Manager

JOB SUMMARY

Serves as interim general manager/chief operating officer of the club on a temporary basis. The interim manager is responsible for all aspects of the club including its activities and the relationships between the club and its owner and/or board of directors, members, guests, employees, community, government and industry. Sustains and administers the club's policies as defined by its owner and/or board of directors. Directs the work of all department managers; monitors the budget; monitors the quality of the club's products and services and ensures maximum member and guest satisfaction unless otherwise directed by the owner and/or board of directors. Secures and protects the club's assets, including facilities and equipment.

JOB DUTIES AND RESPONSIBILITIES

- Implements general policies established by the owner and or board of directors; directs their administration and execution.
- Plans, develops and approves specific operational policies, programs, procedures and methods in concert with general policies and the owner and/or board of directors.
- Coordinates the development of the Club's short-range operational plan and prepares a 90-day transitional "plans and actions" document with the owner and/or board of directors/developer for the permanent general manager.
- Develops, maintains and administers a sound organizational plan; initiates operation improvements and structures a plan for their implementation.
- Monitors policies relating to personnel actions and training and professional development programs. Executes a human resources audit. Ensures the club's current handbook covers all of the required topics (sexual harassment, vacation policy, etc.) as directed by the owner and/or board of directors.
- Maintains membership with the Club Management Association of America (CMAA) and other professional associations. Attends conferences, workshops and meeting to keep abreast of current information and developments in the field with the approval of the owner and/or board of directors.
- Coordinates development of operating and capital budgets according to the budget calendar; monitors monthly and other financial statements for the club; takes effective corrective action as required. Upon arrival, the interim general manager "tests" all



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budgets to ensure that they are supported by appropriate details. Ensures that each department's methods for producing each line item are accurate and justifies for all areas of the budget.

- Coordinates and serves as ex-officio member of appropriate club committees.
- Welcomes new club members; "meets and greets" all club members, as practical, during their visits to the club.
- Provides advice and recommendations to the President and committees about construction, renovations alterations, maintenance, materials, supplies, equipment and services not provided in approved plans and/or budgets.
- Consistently ensures that the club is operated in accordance with all applicable local, state and federal laws.
- Oversees the care and maintenance of all the club's physical assets and facilities.
- Coordinates the marketing and membership relations programs to promote the club's services and facilities to potential and present members. Develops a membership marketing plan with the owner and/or board of directors and membership committee if one is not already in place.
- Ensures the highest standards are met for food, beverage, sports and recreation, entertainment and other club services. Makes recommendations for additional programming (wine dinners, wine society, evaluating use of catering, etc.) with the appropriate committee and owner and/or board of directors.
- Monitors compliance with purchasing policies and procedures. Ensure that all purchasing procedures, inventories and Par Systems are in place and functioning correctly.
- Reviews and initiates programs to provide members with a variety of popular events.
- Analyzes financial statements, manages cash flow and establishes controls to safeguard funds. Reviews income and costs relative to goals; takes corrective action as necessary.
- Works with subordinate department heads to schedule, supervise and direct the work of all employees.
- Attends meetings of the club's Executive Committee and owner and/or board of directors.
- Participates in outside activities that are judged as appropriate and approved by the owner and/or board of directors to enhance the prestige of the club; broadens the scope of the club's operation by fulfilling the public obligations of the club as a participating member of the community.
- Reports member infractions to the board for necessary action.
- Properly manages all aspects of the club's activities to ensure and maintain the quality of products and services provided by the club.



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- Serves as liaison between all management staff and the board.
- Coordinates inter- and intra-committee activities.
- Writes policy and rule directives or approves those written by department heads.
- Has ultimate authority over inter-departmental matters and implements policies concerning employee-employer relations.
- Develops, maintains and disseminates a basic management philosophy to guide all club personnel toward optimal operating results, employee morale and member satisfaction.
- Prepares reports and other support material for committee and board use.
- Negotiates and recommends board approval for contracts.
- Provides for and manages use of the club's equipment, space and materials.
- Establishes and approves workloads, work methods and performance standards.
- Maintains relations with police, fire, liquor control board, health department and other governmental agencies.
- Directs purchasing, receiving, storage, issuing, preparations and control of all products, supplies and equipment.
- Coordinates as necessary arrangements for public functions and social gathering, including seating, according to protocol and special courtesies extended to members and guests.
- Ensures proper cleanliness and sanitation of all club facilities and environments
- Performs competitive analyses on clubs and other businesses providing member alternatives through personal observations and historical reports.
- Handles emergencies such as fires, accidents and breaches of security or house rules promptly and in person. Emphasizes prevention through training, inspection and preventive enforcement.
- Convenes and presides over meetings with departmental managers; conducts all-facility personnel meetings.
- Gives direction to and works closely with vendors, outside contractors, firms and individuals providing services to the club.
- Directs the writing and publishing of the club newsletter and plans for intra-club public relations.
- Performs other duties as directed by the president or owner and/or board of directors.
- Assists in the search for a permanent general manager per the direction of the owner and or board of directors.



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REPORTS TO

Club President, Owner and/or Board of Directors

SUPERVISES

Assistant General Manager (Clubhouse Manager); Food and Beverage Director; Controller; Membership Director; Director of Human Resources; Director of Purchasing; Golf Professional (Director of Golf); Golf Course Superintendent; Tennis Professional; Athletic Director; Executive Secretary; Executive Chef; Director of Facilities Maintenance.