



Royal Regina Golf Club
General Manager – Role Profile
September 2018

The Board of Governors of the Royal Regina Golf Club (the RRG) is responsible for developing the Mission; Vision; and Values of the organization. The desired member experience and the ongoing development of the club are articulated through a strategic plan that balances existing operational needs with future trends and anticipated changes.

The General Manager, reporting to the Board of Governors, is responsible for executing the strategic plan for the board, providing input to that plan, and executing the operational plan that is formed to support progress towards achieving the club's mission, vision, values and strategic plan.

The operating plan of the club is comprised of:

- Annual Operating Budget – with a focus on creating efficiencies within the operation; synergies between operating departments; and long term sustainability of fiscal status for the benefit of members now and in the future
- Capital Plan – including specific upgrades to the golf course; surrounding grounds; member and public oriented facilities; maintenance facilities and equipment
- Hospitality Plan – a plan for ongoing quality golfing and social events for members
- Communication Plan – multi channel approach to providing information, and gaining feedback so that both the operation and strategy are supported – and new opportunities identified.
- Marketing and Business Development Plan – ensure that the membership categories reflect the demographic of the club and target members; that there are ongoing efforts to keep the membership categories full; and developing a brand and reputation for the club in the community.
- Member relations – specific approach and activities to ensure members enjoy avenues of communication that are befitting a premium club and environment.
- Employee Engagement Plan – create a very specific environment of service and support amongst employees. Become known as a great place to work so as to enable the accomplishment of the desired member experience (you can't create a great customer experience without a correspondingly great employee experience).

The General Manager (GM) will bring a highly developed business sense, and work collaboratively with the Board to create a high performance environment. It is the responsibility of the GM to lead and inspire the RRG Leadership Team to deliver the desired member experience through their teams and functions. The GM is responsible for the effective management of all club operations, assets and club culture. The GM also plays a key role in supporting the Board to facilitate strategic planning along with the definition and implementation of a governance oriented board structure.

This is achieved through exceptional:

Leadership – Innate and inspiring leadership that demonstrates the needs of a governance board including interface between the members/Board/GM; sound leadership in developing and executing an operational plan for the Leadership team; engaging and leading employee culture so as to provide an exceptional experience for members. The GM will be a mature and seasoned communicator with experience communicating proactively, across multiple stakeholder groups, and utilizing appropriate channels.

Business Acumen - Sound financial and business acumen that balances short-term fiscal needs with long term financial sustainability. Correspondingly excellent understanding and business acumen in a golf environment will be advantageous.

Hospitality – Understanding of, and experience in, providing a premium member experience via all aspects of the club.

Governance – Mature experience dealing with a governance board and developing and implementing the bylaws; policies; governance handbook; strategic plan; and succession plan for both board and employees. It is further facilitated by the GM in supporting the board to execute the strategic plan.

The successful candidate will ideally possess:

- **Education:**
 - Bachelors degree in business or commerce, and/or
 - *Canadian Club Manager* certification

- **Experience:**
 - comparable role with similar complexity, managerial and leadership experience
 - 10 years of successful experience
 - track record of accomplishment and business success
 - experience in the golf industry as well as experience in food and beverage management is a definite asset

Advertisement

The Royal Regina Golf Club (the RRGC), founded in 1899, is a Stanley Thompson designed 18-hole championship golf course. It is a semi-private golf club that welcomes public play. Reporting to the Board of Governors, the General Manager will be responsible for the execution of the strategic plan and management of operations, personnel, finances, and facilities of the golf club.

More specifically, the position will be responsible to:

- Ensure the financial success of the club by maintaining and growing the existing membership base
- Manage the financial aspects of club operations as it relates to budgeting, cash flow, forecasting and long-range financial and capital planning
- Through networking, marketing and business development, build and bring value to the Royal Regina Golf Club brand
- Provide open communication and accessibility to the membership and board
- Develop member relations, support your management team in achieving targets through effective and regularly scheduled coaching sessions, promote and be a champion for service excellence, and oversee the efficient management of the club on a day-to-day basis
- Overall corporate responsibility for the development and implementation of HR practices and systems, including attraction, retention and training of staff – resulting in the RRGC being a choice place for employees to work
- Ensure policies and procedures support the needs of members, staff and the public; and are reviewed periodically to ensure they are current and aligned with the strategic and operating needs of the RRGC
- Promote golf, and specifically the RRGC, foster hospitality, friendliness and goodwill amongst all members and guests
- Protect the integrity, safety and security of all members, guests and employees

The Board of Governors is seeking a General Manager with a strong business background and the vision and expertise to lead our club into the future. Experience in the golf industry as well as experience in food and beverage management is a definite asset. If you have the leadership, experience and financial skills necessary for this exciting and challenging opportunity, please review the job profile at <http://royalregina.com/employment> and send your resume in confidence to selectioncommittee@royalregina.com by October 19, 2018.

Selected short-list candidates may be subject to both a criminal and credit check. We thank all candidates for their interest but only those that have been selected for our short-list will be contacted.