

# The Club Managers Association of America's Position on the General Manager/Chief Operating Officer

The General Manager/Chief Operating Officer (GM/COO) is hired by the Board of Directors, reports to the President or Executive Committee and is responsible for carrying out the Board's policies. The General Manager/Chief Operating Officer will be held accountable for all areas of the club and will ensure the synergism of all club activities. He/she becomes the Board's bridge to the staff and committees and enables a Board to avoid the intricacies and short-term focus that is the staff's responsibility. This will allow the Board to work exclusively on the holistic and long-term focus of club governance. He/she will prepare such special reports as may be requested by the Board and will report back on the effectiveness of the club's policies, operations and new programs.

The characteristics of a successful GM/COO include honesty, straightforwardness, integrity, accountability, leadership and dedication. He/she must demonstrate interpersonal relations skills, be a good communicator, be administratively competent and be able to communicate the club's vision.

## Guidelines

- The GM/COO is a partner with the Governing Board in achieving the club's mission and discusses issues confronting the club with the Governing Board. He/she also assists the Governing Board in developing a format for assessing the progress of the club and reviews any issues of concern with the Governing Board.
- The GM/COO keeps the Governing Board apprised of the organizational climate, identifies problems either actual or anticipated, communicates with the Directors and offers consultative assistance as well as shares responsibility with the Governing Board for the club's organizational development and organizational change programs.
- The GM/COO has ALL club department heads reporting to him/her. The GM/COO will assume or delegate the duties and responsibilities of the department heads if they are absent or disabled. The GM/COO will complete all responsibilities and duties as prescribed in the bylaws of the club and perform other duties as directed by the Board of Directors.
- The GM/COO monitors long- and short-term objectives, financial reports and prepares a financial plan for the club.
- The GM/COO sets the standard for effective management, maintains a high level of ethics, prudence, creativity, productivity and demonstrates a concern for the supervision and development of the staff.
- The GM/COO helps the Board arrive at a consensus about important matters by providing pertinent information and interacts with the Board to investigate more efficient operating procedures and new club activities.
- The GM/COO appraises the Governing Board of trends, changing circumstances and unexpected occurrences that could call for innovation or adaptation of the strategic plan.
- The GM/COO helps to set and maintain high standards for all facilities, services and communications.
- The GM/COO oversees all programs, services and activities to ensure that objectives are met.
- The GM/COO coordinates and edits all membership and public relations communications.
- The GM/COO maintains a comprehensive knowledge of operational procedures and principles used throughout the club and takes responsibility in developing, maintaining and documenting consistent procedures.
- The GM/COO has knowledge of key situations or problems facing the club. The GM/COO monitors all activities in progress in order to achieve the Board's objectives and provides feedback to the Governing Board on the progress being made.