

10 COMPETENCY AREAS

Under each of the ten competency areas are possible topic areas upon which your educational program they be based/judged. (Note: This is NOT an all-inclusive list; other topics may be considered, as appropriate.)

1. Club Governance	History and types of clubs, membership types, bylaws, policy formation, board relations, chief operating officer concept, committees, committee relations, career development in clubs
2. Food and Beverage Management	Food and beverage trends, food and beverage service, menu development, catering sales and operations, theme functions, nutrition and wellness programs, dining room design, equipment, ordering, receiving, controls, inventory, wine and beverage operations and development, food and beverage training, personnel issues, sanitation, food and beverage technology.
3. Accounting & Financial Management	Accounting and financial issues, capital projects, strategic planning, uniform systems of accounting, audits, financial analysis, internal revenue service issues, cash flow and forecasting, budgeting, technology issues, business office organization, compensation and benefits administration, long- range financial planning.
4. Human & Professional Resources	Employee relations, employee communication, time management, recruiting strategies, hiring and selection, performance systems, training and development, progressive discipline and terminations, other legal issues, stress management, organizational development, labor issues, compensation and bonus programs, balancing job and family, pre-employment testing and performance evaluation issues.
5. Leadership	Motivation and teambuilding, coaching and developing others, building relationships, diversity, conflict management, strategic planning, delegation, problem analysis and decision making, improving performance, providing performance feedback, conducting performance discussions, professional image and dress, negotiation, member contact skills.
6. Membership & Marketing	Membership strategies, membership planning, club managers role in marketing and membership, membership satisfaction surveys, membership orientation programs, working with the membership committees, working with the media, newsletters, membership technology.
7. Golf, Sports & Recreation Management	Golf operations and etiquette, rules of golf, golf course maintenance, the role of the superintendent, grasses, turf, conditioning practices, budgets and forecasting, golf tournament operations, golf equipment, future trends in golf, environmental issues, junior programs, tennis operations, swimming pool management, yacht club facilities management, fitness center and spa management, locker room management.
8. External & Governmental Influences	Legislative influences, privacy, regulatory issues, club law, liquor liability, labor laws, immigration laws, internal revenue service, current

	legal issues affecting clubs, disaster preparedness.
9. Facilities Management	Preventative maintenance, housekeeping, security, insurance and risk management, clubhouse remodeling and renovation, lodging, energy and water management, laundry.
10. Interpersonal Skills	Active listening skills, effective writing skills, conducting oral and written presentations, promoting communication between departments, negotiation, actively seeking member and employee feedback, communicating ideas effectively with employees and members, expressing disagreements tactfully, seeking clarification, achieving positive working relationships, role modeling, communication skills.