



Club Managers Association of Europe

Core Competencies of a Club Manager

The general manager of a club has a wide range of responsibilities and the expectations of members and visitors are growing and changing constantly. Because of this, the CMAE believes the components of successful club management can be defined by the following core competencies of a club manager:

- **Club Governance**
 - History of private clubs
 - Types of private clubs
 - Membership types
 - Club rules & regulations
 - Policy formation
 - Committee roles & responsibilities
 - The general manager
 - Career development
- **Food and Beverage Management**
 - Service standards
 - Menu development
 - Functions and themed events
 - Nutrition and food science
 - Equipment
 - Pricing concepts
 - F & B personnel
 - Ordering / receiving / controls / inventory
 - Wine list development
 - F & B trends
- **Accounting and Financial Management**
 - Principles of club accounting
 - Financing capital projects
 - Audits
 - Budgeting and financial analysis
 - Tax for clubs
 - Computing and software systems
 - Cash flow forecasting
 - Office administration
 - Salaries and benefits administration
 - Long-range financial planning
- **Human and Professional Resources**
 - Employee relations
 - Time management
 - Management styles
 - Stress management
 - Organisational development
 - Work-life balance
 - Club job descriptions
- **Leadership**
 - Professional image and dress
 - Effective negotiation
 - Member contact skills
 - The manager as a leader
- **Inter-Personal Skills**
 - Communication skills
 - The dynamics of teams
 - Responding to conflict
 - Evaluate and accept responsibilities
 - Working harmoniously with others
- **Membership and Marketing**
 - In-house publications
 - Media relations
 - Membership acquisition and retention
 - Marketing strategies for clubs
 - Marketing planning
- **Golf, Sports and Recreation Management**
 - Golf operations
 - Golf course management
 - Tennis / health & fitness
 - Locker room management
- **Facilities Management**
 - Preventative maintenance
 - Housekeeping
 - Insurance & risk management
 - Security
 - Business continuity
 - Project management
 - Managing contractors
 - Energy and resource management
- **External and Governmental Influences**
 - Legislation
 - Data protection
 - Regulatory agencies
 - Club law
 - Economic theory
 - Alcohol regulation