



## Candidate Profile

### General Manager/COO

Salem Country Club  
Peabody, MA (Metropolitan Boston)  
[www.salemcountryclub.org](http://www.salemcountryclub.org)

#### Organization

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Salem Country Club, founded in 1895, is one of America's great 18-hole courses designed by architect Donald Ross. From the earliest years at Gardner Farm in Peabody and the Goldthwait property near the Salem-Marblehead line to the present at which Salem Country Club stands on the former Sanders Farm in West Peabody; Salem's history has been the site of six national championships most recently the 2017 US. Senior Open and fifteen state championships.

The 65,000 sq. ft. clubhouse includes a 160-seat casual dining room, 45 seat mixed 19<sup>th</sup> hole, two function rooms seating 200 people and 50 people as well as outdoor patio dining for 90 people. The stately, well-appointed clubhouse and grounds also includes a small health club facility, a full-service pool facility with a snack bar, competitive pool and a kiddie pool. The membership also enjoys four har-tru tennis courts which are open from May through October.

Salem Country Club has a roster of nearly 600 Members in all categories with an envious waiting list. Gross volume is approximately \$7.5 million which consists of \$4.3 million of dues and Food and Beverage volume of \$1.8 million. Golf revenue is supported by an active membership who record an average of 26,000 rounds a year. The club initiation fee and dues are comparable to other Platinum level clubs in the Boston market.

#### Position Description

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The General Manager will demonstrate the executive skills and leadership strength to identify and execute club industry best practices while leading and uniting a respected and tenured senior management team. He or she must be a polished, visible and accessible leader to both the membership and staff while guiding all club operations and providing strong leadership. The General Manager will have the capacity to guide all club operations while pro-actively keeping in mind the vision of the Board of Governors and expectations of the membership. The ideal candidate will understand the importance to act as the leader, mentor, and liaison between the senior management team and committees.

The General Manager will have the necessary management skill to quickly assess, develop and execute planned adjustments to current club operations. This assessment includes a review of all operating practices with the focus on providing relevant programming to engage the membership with the overriding goal of improvement of the member experience. As previously mentioned a long-tenured, loyal and devoted staff is the foundation of the Salem CC service culture.

The General Manager will become a partner with the Board/Committee Chairs and will be expected to provide leadership when developing new policies or programs. The General Manager will lead, direct and hold accountable all department managers to mutually agreed goals consistent with the club's operating plan and vision. The General Manager will have proficiency in reviewing and interpreting financial results and will have a proven competency in club business administrative functions.

Salem Country Club is seeking a proven leader whose executive presence will guide the club with an immediate focus on operations resulting in the continuation of ongoing improvement in member services. The key role of the General Manager is to provide cohesive and collaborative leadership to the tenured staff allowing the Board to avoid the short-term focus of the day to day operations which is defined as the staff's responsibility.

### Position Summary

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The General Manager will be a partner with the Board whose insight will have an impact in guiding the vision and mission of Salem CC. He or she is expected to provide meaningful input and perspective to the Board and the senior management team regarding key issues to complement the club's long-term stability and growth. In addition, the General Manager will direct and oversee the day-to-day operations of the club, monitoring the delivery of services and amenities to ensure member satisfaction. The General Manager will execute duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management, and best industry operating practices, which will ensure the successful operation of the club.

The General Manager will have unwavering adherence to the very highest standards of ethics, best club business practices, and the pursuit of service excellence.

Specifically, the General Manager will:

- Possess the ability to inspire the senior management team to perform to the full scope of their professional positions—setting clear goals and expectations, coaching to provide exceptional member-service with enthusiasm and an eye toward continuous improvement.
- Create and maintain a desirable work environment in which management and staff are well-qualified, trained and motivated to provide the highest quality service. An environment where positive behaviors are reinforced and rewarded.
- Ensure the F&B management team is well-equipped to deliver high-quality food and beverage offerings—priced appropriately to meet budgets.
- Assuring that service standards are at the highest level through training, coaching and continuous feedback—all with the goal of providing members and their guests with a Platinum Level or Emerald Club dining experience.
- Oversee the activities, goals, and long-term objectives of the Golf Course Superintendent to ensure the course is maintained to the best possible championship standards, with capital resources appropriately designated to provide for long-term sustainability, playability and maintenance of the course.
- Oversee the Head Golf Professional ensuring his staff provides a world-class golf experience for members—a well-managed, financially sound and appropriately stocked Golf Shop, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- Manage and collaborate with the Controller to further enhance the club's financial position in maintaining the cash and investment policies in place at SCC.
- Prepare, execute, and manage the capital and operational budget with transparency while working with the established goals set by the Treasurer and approved by the Board. Continuously monitor and scrutinize with the collaboration of the Controller the use of operating funds, the pricing of amenities, and the pace of rising costs, holding departmental heads accountable for the income and costs relative to their departmental goals and objective.
- To develop tennis, fitness and swimming programs that will attract and engage all club demographics while maintaining safety.
- Be technologically proficient, helping SCC to further advance its member communication program and ensuring club messaging is appropriately distributed. To employ the newest technology and data development in club operations that will enhance the member experience.

## Responsibilities

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### Member Responsiveness

- Be a confident and diplomatic spokesperson for the club, fostering a climate of hospitality for all members and guests. Be visible, approachable, and available to both members and staff, engaged in all aspects of the club.
- Interact with members on a daily basis, actively soliciting member opinions and input regarding facilities and services to promote the club. Visibility and accessibility to members are of the highest priority. Respond to member feedback in a timely fashion and report significant issues to the Club President.
- Be knowledgeable of methods of gaining member feedback techniques to focus on the continuous improvement of services.
- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and for staff with a goal of enhancing operational efficiency, security, and member service.

### Financial Management and Controls

- Develop the annual operating and capital budgets, in coordination with the Finance Committee, the Controller, and all Department Heads.
- Operate SCC within the boundaries of approved budgets.
- Monitor the monthly financial performance of each department to ensure that controls are in place, variances are accurately explained, and emerging cost, margin, usage and participation trends identified. Hold department managers accountable for meeting their annual budgets. Report to the Board an analysis monthly.
- Establish and monitor the Club's departmental compliance with all purchasing policies and procedures.

### Staff Administration

- Emphasize a "member first" culture that encourages member engagement and maximizes the use of the club's facilities for all demographics.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, the Salem Country Club membership and vendor community.
- Be a team-builder, develop professional staff, and create a succession action plan for critical roles. Mentor, train, and develop key staff to perform at the highest level possible.
- Ensure that strategic goals and operating objectives—developed in conjunction with Executive Committee—are defined, communicated, understood by staff, implemented and evaluated on a continuous basis.
- Set standards for recruitment, hiring, training, supervision and the timely evaluation of the entire staff, with the active input and administration of direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.
- To properly staff and maintain all departments to facilitate the day-to-day operation consistent with that of a Platinum level similar to those found at top clubs in the country.
- Ensure that the club operates (exceeds standards) in accordance with applicable local, state and federal laws.

### Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into Salem Country Club operations.
- Ensuring club programming and facility planning remains relevant, thus maintaining the highest levels of member engagement.
- To enforce the long-standing club traditions held dearly since 1895 for the next generations to enjoy.
- To partner, develop and execute with the Board and Membership committee an annual new member orientation plan designed to strengthen and enhance membership traditions.

## Requirements

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The General Manager will be the consummate professional, well-versed in all facets of club administration. He or she will have a proven background as a leader and demonstrated accomplishments in effectively leading club operations.

- A minimum of five years as a General Manager or seven years of career progression as an Assistant General Manager in a comparable Platinum level club. Candidates will have proven expertise and knowledge of all facets of private club operations with strong emphasis on:
  - Staff leadership, development, communication, team building and HR administration
  - Financial management
  - Food and beverage management, wine programs and current culinary trends
  - Turf Management
  - An understanding of the tradition and culture of USGA and PGA Championship level golf
  - Golf/Tennis/Paddle Tennis/Pool Operations
  - Family-focused activities, traditional and non-traditional club events
  - Vision and strategic planning, proven partnership with the Board
  - Development of a strong Member Service Culture that is executable by all employees
  - Effective Membership retention and proven new member growth programs.
  - The successful candidate will make purchases and project decisions that are in keeping with the aesthetics of Salem Country Club and its brand
- The ability to attract, build, train, mentor and lead a talented and cohesive group of accomplished and dedicated professionals.
- Food and beverage training and service skills are critical to the ability to realize tangible results.
- A Hospitality or Business Management or related degree preferred.
- The CCM designation preferred.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.

## Competitive Compensation and Benefits

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| ■ A base salary and performance bonus potential                                      | ■ Standard club executive benefits to include health, dental, vision, and life insurance per club policy |
| ■ Professional dues and education expenses with the emphasis on continuing education | ■ Relocation assistance  |

Professionals who meet or exceed the established criteria are encouraged to contact:

GSI Executive Search, Inc. [www.gsiexecutivesearch.com](http://www.gsiexecutivesearch.com)

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