



Marshal

MANUAL



Bobby Jones®

L I N K S

2019 EDITION



MARSHAL MANUAL

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OBJECT OF GOLF IS TO
BEAT SOMEONE. MAKE
SURE THAT SOMEONE
IS NOT YOURSELF.”



ABOUT BOBBY JONES LINKS

Headquartered in Alpharetta, Georgia, *Bobby Jones Links* develops, owns, and manages golf clubs and resorts.

Bobby Jones Links has built a dozen clubs from scratch, working with some of the most famous golf course and clubhouse architects along the way. The partners and key principals that currently comprise *Bobby Jones Links* have experience managing over 200 resort, private, and daily fee clubs all over the United States and overseas. There is no club, large or small, private, resort, or daily fee that *Bobby Jones Links* can't manage.

Regarding our capabilities, we manage all aspects of a club's operations - golf, course maintenance, food and beverage, tennis, fitness, pool, accounting, merchandising, renovation, membership, golf instruction and spa, to name a few. We have experts in advertising and marketing, membership sales, accounting, graphic arts, merchandising and finance.

Today, we have the people, experience and systems in place to grow substantially in the next ten years. We seek to do this by being remarkable and trying harder at everything we do. We are still entrepreneurs. That is what got us here. That is what will ensure our continued success.

And of course, with you joining our Marshal team, we are certain to succeed!



“TRYING AND
FAILING IS FAR
better
THAN FAILING
TO TRY”



BOBBY JONES LINKS GUEST SERVICE

This is by far the most important part of this handbook. Extraordinary guest service is our part of our culture. Your mission is to make guests and members happy. You will never, ever get in trouble or be reprimanded for trying to please a guest or member. While we may agree to approach a situation differently in the future, trying and failing is far better than failing to try.



SERVICE STANDARDS

- 1) “Yes, is the answer. What is your question?”
- 2) We regularly surprise and delight our customers.
- 3) When a customer says, “thank you,” we always respond genuinely with “my pleasure”.
- 4) We read our members and guests, focusing on their pace and specific situation to deliver a more personalized service.
- 5) We use our customers’ names whenever possible to deliver a more personalized experience.
- 6) We make eye contact first with each customer within eyesight, while sharing a smile, speaking enthusiastically and connecting personally. We believe in interactions, not transactions.
- 7) We use elevated service language to create a memorable experience for our customers.
We use phrases such as “good morning” and “good afternoon” instead of “hi”.
- 8) We answer the phone in three rings or less with a smile in our voice.
We identify our club and ourselves and ask, “how may I serve you?”
- 9) We are empowered to take care of any customer situation that arises.
We solve issues quickly and go above and beyond to create customer satisfaction.
- 10) Rather than pointing, we escort customers towards their destination until they are comfortable with the directions.
- 11) We make a difference in our customers’ day. We go above and beyond to impact their lives in a positive way.
- 12) Service excellence is a team effort. We step out of our usual duties to assist our teammates.
- 13) We create a positive and supportive team work environment, treating each other with respect and dignity.
- 14) We are responsible to report and correct defects or problems before they affect the customer.
We deliver product and service excellence.
- 15) Our attire and demeanor reflect positively on our club and brand.
- 16) We respond to customer and associate requests in a timely manner.
We answer customer emails and voice mails within 24 hours.
- 17) We are Bobby Jones. Be positive both inside and out of the workplace and honor his character and legacy.

SOME ABOVE AND BEYOND EXAMPLES

The following are true examples of “my pleasure” guest service by *Bobby Jones Links* Company Marshals:

- A guest left his cellular phone in a golf cart with no identification on it. A Marshal called some of the pre-programmed numbers on the phone until she figured out who the owner was. Then she personally delivered the phone to the guest on her way home from work.
- A guest making the turn came in to buy a hot dog for lunch. However, the staff had just put new dogs on the warmer and they weren’t ready yet. What did they do? The Marshal offered to run it out to him on the tenth hole when they were ready. And they did. And we had a very happy guest.
- A guest locked his keys in his car. A Marshal gave him a ride home to get a new set, even though it was in the middle of a busy day.
- An angry guest complained that his golf cart died on the 15th hole and that he had to carry his bag the last three holes. The Marshal apologized and arrange for the pro shop to give him a certificate for a free round of golf at a non-peak time of play.

Essentially, the above makes us a “my pleasure” type of company. If a guest has a request or complaint, for the most part the answer is: **“It is my pleasure, sir. I’ll take care of it for you.”**



MARSHAL BENEFITS & AWARDS

As a Marshal at a *Bobby Jones Links* club, you may enjoy the following benefits.

DISCOUNTED PURCHASES AT YOUR CLUB

Pro Shop Merchandise

You may purchase pro shop merchandise at a discount at your home club. Pro shop merchandise must be on display for at least 30 days before it can be purchased at this discount. Merchandise discounts are not available at other *Bobby Jones Links* courses.

Food and Beverage

While on duty, purchases of food and beverages may also be purchased at a discount. All purchases must be paid for at the time of sale – no credit is allowed. All purchases made from the beverage carts are always at regular price. Food and beverage discounts are not available at other *Bobby Jones Links* courses.

GOLF PRIVILEGES

In general, these are our *Bobby Jones Links* Marshal golf play policies. They may vary slightly from club to club. Nonetheless, the following are some terrific benefits:

- You may play for no charge at your **home club** on a **space available basis** (without a tee time). Guests playing with you must pay the Marshal guest fee, which varies from club to club. At our private clubs, this play is limited to the day the club is closed, usually Mondays.
- For play at other *Bobby Jones Links* courses, you must have the General Manager or Head Professional of your home club arrange tee times for you in advance. You **will be expected to pay a cart fee and any guests will pay the industry rate**.
- Assistance with tee times for play at *non-Bobby Jones Links* courses must go through your Head Professional or General Manager.

AWARDS FOR EXCELLENCE

GRAND SLAM AWARD

While your job description asks that you continually seek new and better ways to serve guests and operate your club, we recognize and reward Marshals who have gone beyond the call of duty. *Bobby Jones Links* Cart Marshals who do so become members of our **Grand Slam Club**.

Double Eagle winners receive awards in **\$25, \$50, and \$100** increments. The better the outstanding idea or accomplishment, the higher the award.

CLOVER LEAF AWARDS

Born on St. Patrick’s Day 1902, Bobby Jones received a four-leaf clover medallion from his mother for good fortune. He wore it in every match including on his legendary path to winning the Grand Slam. Each leaf of a four-leaf clover is said to hold a different meaning: hope, faith, love and luck.

Each month at each club, an **associate** is recognized with the Clover Leaf Award. Great ideas, exceptional service, going above the call of duty, etc. win these awards.

A cash award is given, and a reserved parking space awarded for his/her use for the following month.

THE BOBBY JONES AWARD

This is one of our most distinguished awards and the winner is selected from the twelve previous Clover Leaf Award winners. The winner is usually an exceptional member of the team and may come from any club, from any department, regardless of pay, or seniority. General Managers and Department Heads are not eligible for this award. This winner receives a significant cash award and a plaque to proudly display for the year.

“AS A MARSHAL,
YOU MAY
enjoy
THE FOLLOWING
BENEFITS.”



SAY NO TO SLOW PLAY!

Slow play is the bane of having a great golf experience. It plagues the industry, whether courses are private or public, very busy or not so busy. Our aim is for a golfer or group to never play in more than four hours and thirty minutes. Hopefully less, but never more.

Bobby Jones Links has identified the following tools and policies to help combat slow play at make or beat the 4:30 goal. As one of our Marshals, we appreciate your help in knowing and using these rules and tools.

THE MOST IMPORTANT THING YOU CAN DO

Research by the National Golf Foundation has shown there is one thing you can as a Starter that will help prevent slow play. Here it is:

Do not allow golfers to tee off before their tee time, usually after 8 or 10 minutes has elapsed, even if the fairway is clear.

Studies have show it is the breaking of the tee time rhythm and interval that crams the course and causes slow play to begin on the first hole!

COURSE SET UP

The course maintenance staff leads this charge. There will be some flexibility given to policies 1 and 2 based on course and green conditions, i.e. wear and tear.

- Tee markers will generally be more forward on weekends and holidays, except that on certain short par 4s and par 5s they will be set further back to eliminate “I can reach the green” waiting.
- The hole locations will be placed on the easiest spots on weekends and holidays.
- The course will always well marked - drop areas, hazards, OB, etc.
- Rough height will be kept as short as possible while still allowing some definition of the fairways. A height of 1.5 inches is recommended.
- Carts will be allowed on fairways unless otherwise instructed by the Superintendent.
- Maintenance workers on the course will allow golfers to play through and not make them wait.
- Rakes must be kept outside the bunkers to speed maintenance work and waiting by golfers.
- Yardages will be well marked. All irrigation heads will be tagged, every par 4 and par 5 will have a 150 yard stake in the fairway, tees will have yardage plates, and cart paths will have metal/ brass markers at 100, 150, and 200 yards.

ON COURSE MONITORING

Some of our course’s that have the fastest pace of play utilize the following checkpoint system. It was developed by one of our great Marshals of all time, Jerry Buran. He determined that if slow players are identified by no later than the 5th hole, it makes a huge difference the entire day.

- A checkpoint somewhere 3 green and 5 green will be established. Marshals will monitor group status via the cart message holder sign.
- Marshals on patrol will be notified of slow groups by radio by the checkpoint Marshal.
- The checkpoint Marshal will hand slow groups a slow play policy card, instructing them of what will happen if they don’t play faster.

OTHER PACE-OF-PLAY POLICIES THAT HELP

- Squeeze times, or putting in golfers between scheduled tee times, are not allowed, unless an exception is made by pro shop staff. Golfers late for their tee time will not be allowed to play unless there is an open spot in the tee sheet.
- A sign on 8th tee with a menu and phone number to grill will be offered is possible.





THE RULES OF THE ROAD

We have some basic rules at work we'd like you to follow. Not many, but some important ones nonetheless. However, first we want you to know that the Marshal positions sometimes seem thankless. Quite often the only time you are recognized is when there is a problem on the course. Please be aware that *Bobby Jones Links* is appreciative of all your efforts, even on the "quiet days."

A FEW RULES

- While at work, please do not use personal cellular phones.
- The consumption of alcoholic beverages on club premises on or off duty is forbidden.
- All Associates, including Marshals, are required to park at the far end of the clubhouse parking lots, thereby saving the best spaces for our guests.
- Due to the nature of our business, you may be sent home during off-season and on poor weather days. However, you are expected to report for work regardless of the weather conditions unless your supervisor instructs you otherwise.
- It is your responsibility to report any safety hazard to your supervisor. Tripping hazards, potential fire hazards, exposed jagged edges, wet floor -- anything you perceive as a hazard -- should be reported immediately.
- If you are injured on the job, you must report the accident to your supervisor immediately.
- Smoking by Marshals must be done in designated areas and only during breaks. Smoking in the presence of members or guests is prohibited. Chewing tobacco is also not permitted.
- **You must wear the nametag and uniform provided to you.**
- If you will be absent for anything other than illness, at least one week's notice is required.

DISMISSAL FROM THE MARSHAL PROGRAM

Unfortunately, dismissal will occur for the following reasons:

- Being absent or late for work without notifying your supervisor or the Golf Shop.
- Being rude to a guest or member.



HOW TO BE A GREAT STARTER

Marshals are either acting as a Starter or Ranger. The former works the first or tenth tee getting our guests on the course. The latter makes sure they are enjoying themselves and ensuring slow play does not become an issue.

The Starter position is one that sets the expectations, and tone, of our customers' golf experience. You and the Ranger have more contact with our guests than any other position on our staff. You have the opportunity to influence guest satisfaction during a round as much as anyone on our team.

WHAT EFFECTIVE STARTERS MUST ENJOY

Starters must have superior people skills to ensure that first tee management and policy enforcement is perceived as assistance rather than criticism, punishment, or unnecessary restriction. They must also enjoy:

- Multi-tasking
- Being well organized
- Paying attention to details
- Dealing with a sometimes hectic pace
- Interacting with guests
- Being the "calming source" when confusion occurs
- Demonstrating a desire for the golfers to have an enjoyable experience
- Willingness to put in the extra effort to get the job done right

WORK REQUIREMENTS

In order to remain eligible for the benefits later outlined in this handbook, you must work at least one shift per week. During the season, this is 8 hours. During the off-season, this may be less.

GETTING READY FOR THE TEE

- Arrive to work 30 minutes before the first tee time and in uniform with nametag and club cap.
- Please, club apparel only, no other club logos or apparel is to be worn while on duty.
- Check-in with Golf Shop so they know you are on duty.
- Pick up a radio.



*"You
HAVE THE
OPPORTUNITY
TO INFLUENCE
GUEST
SATISFACTION."*



- Get a copy of the daily tee sheet for your use on the tee.
- Get adequate supply of scorecards, pencils, tees, and guest data cards for use on the first tee.
- Report to the first tee before first scheduled tee time.
- If necessary, assist cart staff with staging of carts.
- Tools that may be required are air horns, starter/Marshal flags, extra sand, walkie-talkie, a clipboard, extra scorecards and pencils, etc.

MEET AND GREET THE GUEST

- Call the golfers to the tee staging area at least 8-10 minutes prior to their tee time.
- Welcome players to the club with a friendly greeting and smile, letting them know “We appreciate their business”.
- Affirm they have paid for their round of golf by checking their receipt. **No one is allowed to play without proof of payment.**
- Determine if this is the player’s first-time to play at your course. If yes, try to direct them to a teeing area that best fits their handicap or ability.
- Let them know we especially appreciate their business and explain any unique tips you may have on how to lower their scores if it is their first time to play the course.
- Make every effort to insure each group leaving the tee has 4 golfers. Please do this by pairing twosomes together or filling in three-somes with standby single golfers. **This is extremely important to the profitability of your club.** You have the authority to pair twosomes together even if they don’t want to play together.

THE ALL IMPORTANT FIRST TEE INTRODUCTION

This is extremely important. Every group should receive this introduction.

- Notify golfers of the day’s pin position / indicators on flag / flag color meaning.
- Notify golfers if carts must stay on paths or if they may go off the path using the 90-degree rule.
- Explain to the players that they are expected to complete play in 4.5 hours or less. As nicely as you can, explain to them our slow play policy. Tell them we do this in the interest of all golfers who seek to enjoy the game and to protect the integrity of the game of golf. In a firm but friendly language, tell them:

- 1st warning will be verbal.
- 2nd warning they will be asked to pick up their ball and move to the next tee.
- 3rd warning they will be asked to leave the course and will receive a full refund or may be invited to play on a less busy day.
- Explain to them the importance of using the sand provided in bottles, on the teeing areas, and on the carts.
- Explain to them the importance of repairing ball marks, filling divots, and raking sand traps.

SEND THEM OFF ON TIME

- Encourage them to ask for a Marshal’s assistance if they have any questions or problems during play.
- Let them know when it is safe to tee off. Make certain you don’t permit them to tee off before the course’s planned tee time intervals since this is a major contributor to pace of play problems on the course.
- Place card on windshield of cart with tee time marked if your club is using this procedure.
- Approximate the expected completion time for your course (usually 4.5 hours) and inform the golfers of the “target time” for completing the round.
- On your master tee sheet, write down each cart number and time they started play. The start time begins when the last player has teed off.
- Where possible – greet the players and record the time of all groups as they come through the turn. If they are behind pace, please begin the “3 steps” of our slow play policy.
- Communicate with the Golf Shop regularly. It is essential to a well-run first tee.





HOW TO BE A GREAT RANGER

The Marshal acting as a Ranger is responsible for maintaining proper and timely pace of play and for enforcing the rules and regulations of the course. Ranger patrol is never to become just an excuse to “ride around the course to say hello”. If you are not effective in monitoring pace of play, then our guests will have a poor golf experience.

WHAT EFFECTIVE RANGERS MUST ENJOY

Marshals must also have superior people skills to ensure that first tee management and policy enforcement is perceived as assistance rather than criticism, punishment, or unnecessary restriction. They must also enjoy:

- Dealing with guests frequently
- Being “diplomatic yet forceful” in discussions
- Outdoor activity and mobility
- Being observant and alert
- Communicating naturally and well with people
- Being able to confront problems
- Being pleasant even when in stressful situations

WORK REQUIREMENTS

In order to remain eligible for the benefits later outlined in this handbook, you must work at least one shift per week. During the season, this is 8 hours. During the off-season, this may be less.

GETTING READY FOR PATROL

- Arrive to work 30 minutes prior to your scheduled time in your uniform with nametag and club cap. Club apparel only, no other club logos or apparel to be worn while on duty.
- Check out radio and earpiece. An earpiece causes less player interference and staff conversations are discrete over the radio. The earpiece will assure you receive communications under noisy or distracting situations as you patrol the course. It also is less distracting to the golfers and keeps our communications private.
- Copy daily tee sheet for your use on the course.
- Get copy of Pace of Play sheet in Golf Shop. This will serve as your guide when identifying slow play. Communicating with your Starter on a regular basis is a must to obtain start time information and to recognize problem areas on the golf course.

- Get an adequate supply of scorecards, pencils, tees, divot tools and first-aid kit in case a customer needs one of these items while on the course.
- Always check-in with the Golf Shop and/or Starter Captain of the day.
- Tools that may be required are air horns, Ranger/Marshal flags, extra sand, walkie-talkie, a clipboard, extra scorecards and pencils, etc.
- Morning shifts may also need to help out the cart staff with carts if needed.

STARTING YOUR PATROL

You are our eyes and ears out on the golf course. Please keep the starter and Golf Shop informed of any problems that you may encounter while on Patrol.

- Not only is it important to see every golfer but also to travel in an opposite direction of the golfers in order to observe any openings in front of them that could indicate slow play problems. **Always start patrols on holes #9 or #18.**
- Check with Golf Shop for known slow play.

DURING YOUR PATROL, LOOK FOR THIS

- Carts off the path when it is not allowed.
- Failure of golfers to observe the 90 degree rule.
- Golfers failing to rake bunkers or fix ball marks.
- Broken down carts in need of towing to the repair shop.
- Loose trash on the course.
- Water coolers in need of refilling or cups.
- Missing cups, tee markers, or flagpoles.
- Leaking sprinkler heads or other maintenance issues.
- Non-golfers jogging on the paths, walking their dogs, riding bicycles, etc.
- Empty sand bottle stations.

Special Note: You are not permitted to look for golf balls, just drive around, or hit balls, while on duty.



“MARSHALS MUST
ALSO HAVE
superior
PEOPLE SKILLS.”

“HAVE A GOOD NIGHT AND REST WELL KNOWING YOU
HELPED MAKE THE PLAYERS’ GAME *better* TODAY.”

HOW TO ADDRESS SLOW PLAY

When A Group Falls Behind

First Time — A Verbal Warning

At the same time you should be looking at the cart time card and figuring out if the group is on time or not. Once you have figured out if they are on time or behind let the group know. *“Gentleman (or Ladies) currently you are approximately “X” minutes behind the allotted pace of play which is roughly 15 minutes per hole. If you could please improve the pace, we would appreciate it. We know this is an inconvenience for you, but the golfers behind you would greatly appreciate it as well.”*

Every group’s time should be recorded on your tee sheet. The next time you approach the group you check the pace of play again. If they have improved let the group know, *“Thank you for improving your pace of play. We appreciate your cooperation.”*

If A Group Is Still Behind

Second Time—Move Them Forward To The Next Hole

If the group continues to play slow, please say, *“Gentleman, your pace of play is behind schedule again. Unfortunately, I must ask you to pick up your balls and move forward one hole. I am sorry for the inconvenience, but your slow play is detracting from the experience of all the golfers behind you. If you can’t improve your pace, next time I will ask you to leave the course and you will receive a full refund.”*

If A Group Just Can’t Keep Pace

Third Time —Remove The Golfers From The Course (Always coordinate this with the Golf Shop before taking any actions)

When a group fails to keep up and has been warned twice, please remove them from the golf course by saying, *“I am sorry to have to do this, but you are playing too slow and the golfers behind you are very upset. You must leave the course now. Please pick up your balls and follow me to the Pro Shop. I will arrange for a full refund for you or reschedule a tee time for you when the course is not as busy.”*

END OF THE SHIFT ROUTINE

- Inform incoming Marshals of slow play or any other important information.
- If you are an afternoon shift, help the cart staff with carts or the range.
- Check with Golf Shop for any other details or duties.
- Clean and wash the Marshal cart completely every day.
- Turn in your radio. Make sure it gets placed back on a charging station for later use!
- Turn in your starting record sheet with cart numbers to the Golf Shop. They may need to reference it later if there is damage to a golf cart.
- Have a good night and rest well knowing you helped make the players’ game better today.

CHAPTER 8

MARSHAL INTRODUCTORY ASSESSMENT

Marshal Name: _____

Date: ____/____/____

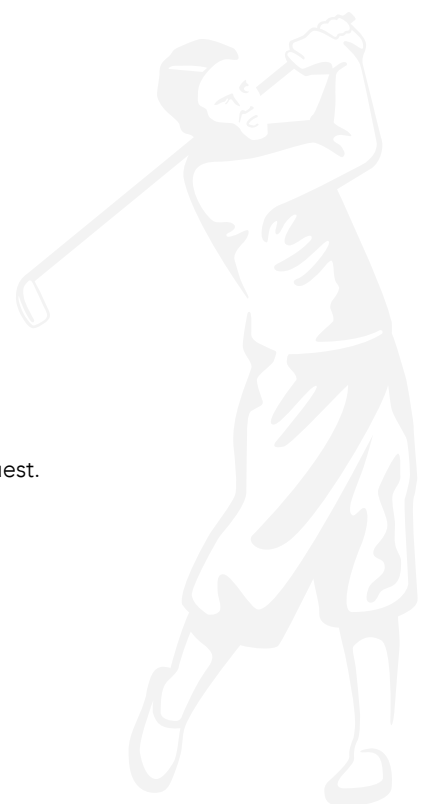
1. Name your five favorite Service Excellence Standards of the 17 that we work by.

1. _____
2. _____
3. _____
4. _____
5. _____

2. What is the one thing you must say whenever a guest thanks you?

3. What are four other rules of guest service for our Marshals?

1. _____
2. _____
3. _____
4. _____



4. If you are injured on the job, you should report it to your supervisor?

- ☐ Immediately.
- ☐ Within 12 hours.
- ☐ Within 24 hours.
- ☐ Only if it requires treatment by a doctor.

5. In regard to Marshals playing golf, which is true?

- ☐ May play only if they have a tee time.
- ☐ May bring friends for free.
- ☐ May play as often as they like as long as they don't displace a paying guest.
- ☐ Are allowed to play during their shift if the course is slow.

6. The term "space available" means:

- ☐ You may play golf if you are not displacing a paying guest or member.
- ☐ A Starter has managed the tee sheet poorly.
- ☐ A group with less than four players.
- ☐ The gap between fast and slow playing groups.

7. When arriving for work, Marshals must:

- ☐ Be wearing the proper uniform and nametag (if required).
- ☐ Check all weapons and drugs at the manager's office.
- ☐ Recite the 17 Service Standards.
- ☐ Put their cell phone on vibrate.

8. When parking in a clubhouse parking lot, you should:

- ☐ Park anywhere you want.
- ☐ At the far end.
- ☐ In the first available space.
- ☐ In the handicap space if the lot is full.

9. You should always report to work no matter what the weather conditions:

- ☐ True
- ☐ False

10. One of the most important tasks great Starters do is:

- ☐ Make sure the carts are clean.
- ☐ Never look for golf balls while working.
- ☐ Prevent fivesomes from playing.
- ☐ Try and make sure every group leaving the tee is a foursome.

11. Which of the following aggravates slow play the most:

- ☐ Women players.
- ☐ Teeing players off before 8-10 minutes has elapsed.
- ☐ Difficult pin positions.
- ☐ When carts are not allowed off the paths.

12. Great Marshals always:

- ☐ Start their patrols on holes nine or eighteen.
- ☐ Stop and talk with each group of players.
- ☐ Help players look for lost balls.
- ☐ Know the Rules of Golf backwards and forwards.

13. When dealing with slow players, a Marshal should:

- ☐ Be polite, but firm.
- ☐ Remove them from the course after the third warning.
- ☐ Understand this is the most important thing they do.
- ☐ All of the above.

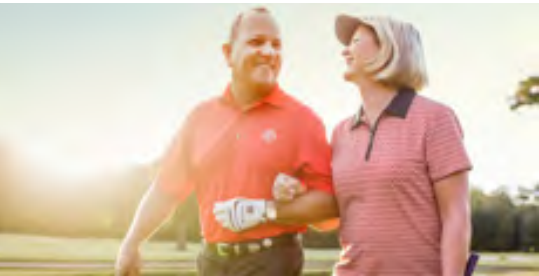
14. At our daily fee clubs, no one is allowed to tee off without a receipt, proving they paid for their golf.

- ☐ True
- ☐ False

SCORE:

____ out of 14

Equals ____%





Bobby Jones[®]

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