



# *Carré D'Or*

## SUCCESS HANDBOOK





# CARPE DIEM SUCCESS HANDBOOK

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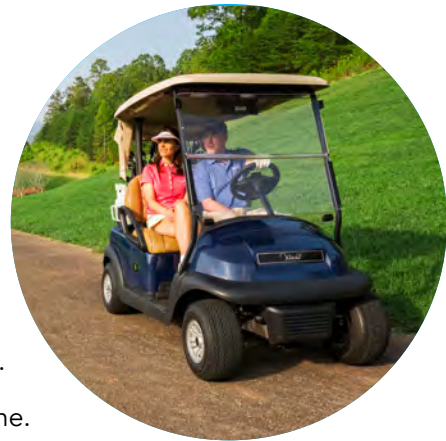




# “THE *greatest risk* IS NOT TAKING ONE.”



## CARPE DIEM'S ADVICE ON LIFE!



- 1) If it's up to be, it's up to me.
- 2) Life isn't fair, but it's still good.
- 3) The greatest risk is not taking one.
- 4) There is no joy without hardship.
- 5) True nobility isn't about being better than someone else; it's about being better than you used to be.
- 6) Discipline is making yourself do what you should do when you should do it, whether you feel like it or not.
- 7) Some people dream of success...while others wake up and work hard at it.
- 8) Life is too short to waste time hating anyone.
- 9) Don't take yourself so seriously, no one else does.
- 10) Don't compare your life to others. You have no idea what their journey is all about.
- 11) In all that you do, give it all you have.
- 12) No one is in charge of your happiness except you.
- 13) Forgive everyone for everything.
- 14) Time heals almost everything. Give time time.
- 15) Successful people do what unsuccessful people won't.
- 16) What is popular is not always right, and what is right is not always popular.
- 17) Success has very little to do with intelligence.
- 18) To achieve more than the average person, you must work harder and longer than the average person.
- 19) Your rewards in life will be in direct proportion to the value of your service to others.
- 20) Success is found on the other side of "good enough."
- 21) The path of least resistance often yields the least amount of success.

## ABOUT CARPE DIEM

Dear Bobby Jones Links Leader,

Carpe Diem is Latin for *seize the day*.

If you are reading **Carpe Diem**, then you are a leader at a Bobby Jones Links club. You are in this position because you have earned it and are great at what you do.

Having our company named after Bobby Jones Links raises the bar for all of us. It means we'll expect more from you than most companies. But, as we hope you will see and experience, you should expect more from your company, *our company*, as well.

What is your job? *Your job is to **make a difference***. This is our company's core purpose. It's not managing clubs and making money. *It's making a difference*.

Whether mowing a green, loading golf bags, teaching a lesson, satisfying an unhappy customer, helping a team member, responding to an important email, preparing an entrée, writing a report, keeping your area clean, or hosting a wedding, do it well. Make a difference when you do. And how do you do that? You do it by offering exceptional service to our guests and serving your fellow team members exceptionally.

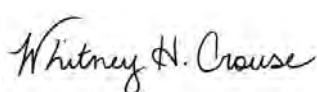
**Carpe Diem is a tool to assist you in doing just that. It is our success handbook. We try to keep bureaucracy to a minimum so Carpe Diem represents the essential rules of the road.** As a Bobby Jones Links leader, you are expected to know it thoroughly and follow its rules and policies. If you do, you are almost ensured of success. Furthermore, we will all benefit from consistency in all our club operations - The Bobby Jones Links brand will stand for something great.

*Carpe Diem* is a work-in-progress. Like Bobby Jones Links, it evolves regularly. A current copy can always be found in Caddyshack. Of course, we highly value your input. Please let us know if you have any suggestions for improvements. You are *Carpe Diem's* author as well.

Best Wishes,

**Whitney Crouse** (Founder)

**Steve Willy** (Founder)





## THE IMMORTAL BOBBY JONES THE DASH THAT ENDURES

It's a rich and remarkable space few of us experience, the dash of Bobby Jones. **It was from 1902-1971.** His life – his dash – was a triumphant journey as a champion golfer and American hero. It was also one filled with many other accomplishments, failures, and losses – a very human life. An inspiring life. It is a wonderful story and a dash that endures.

### THE DASH BEGINS



Bobby Jones was born in Atlanta to Robert and Clara Jones. His father, Robert Purmer Jones or the "Colonel", was a gregarious man. Jones was a standout athlete and baseball player, even offered a contract to play for the Brooklyn Dodgers, although his father discouraged him not to do it. Instead he became a respected lawyer in Atlanta and secured a rising company, called Coca-Cola, as one of his clients.

His first shots were in the front yard of their home next to East Lake Country Club, just six miles from downtown. In 1908, East Lake was a summer retreat and escape from the craziness of the city – all 150,000 Atlantans!

He was only 6 years old, when as a skinny youngster, he won a six-hole tournament at East Lake Country Club. Yes, the East Lake we all know as home to the PGA Tour Championship today.

It did not take long for his genius at golf to become evident.

At 9 he was the club's junior champion.

At the age of 10 he shot a 90 for 18 holes.

At 11 he shot 80. At age 12, 70.

**At 14 he won the Georgia Amateur Championship.**

By age 14, he was driving the ball 250 yards. Remember, this was using 1916 technology and rubber golf balls with such names like the **Zome Zodiac and Black Domino**. He played at a time when golf clubs had wooden, not steel or graphite shafts and the wedge had not yet been invented. Quite often he did it formally dressed in a dress shirt, tie, and knickers.

He played in his first U.S. Amateur at age 14 in 1916 at Merion Golf Club - which later becomes an integral part of this story - as the youngest player in the field. He made it to the third round of match play and captured the attention of the golf world.

In his early years, a horrible temper really plagued him. It was not until he learned to control it that he started to win championships. Yet it showed his passion for the game and exceedingly strong will to win.



And win he did.

**At 21 he was United States Open champion.**

**He played 31 championships and placed first or second more than 50% of the time.** During these, he lost an average of 14 pounds, the result of the stress and anxiety of tournament golf.

**Amazingly, in his 13 years of major competition, Bobby was a student in high school or college in nine of them. He played in 52 tournaments in that span, an average of four a year, and won 23 of them.**

O.B Keeler, a famous sports writer of the day, one of his best friends and the man who coined the term Grand Slam, was present at all 31 of Bobby's championships. Together, they traveled 150,000 miles together - by train or boat.

His putter, he named **Calamity Jane**, was made in Scotland before 1900 and became the most famous putter in the world. It was in his bag for most of his wins. He actually had two versions, one of which you can find on display at Augusta National, and the other at the USGA golf museum.

He even named his driver, **Jeannie Deans**. This was before we numbered clubs, they had names and nicknames instead. For instance, a 9 iron was a Niblick, a 4 iron a Jigger, a 6 iron a Spade Mashie, and a 3 wood a Spoon.

The Scot's adored Bobby Jones they called him Bonnie Bobby. He won the British Open and the British Amateur at St. Andrews golf course, the home of golf. **More importantly, he won the hearts of the Scottish people, so much so that they honored him with a key to the city. The only other American to be granted such an honor was Benjamin Franklin.**

## THE GRAND SLAM

And then, of course, there is his most notable achievement of all, winning **The Grand Slam in 1930 at Merion Golf Club** in Philadelphia, the only person in golf history to win all four major championships in one calendar year, a record that may never be broken. That's part of the dash that just may endure forever.

His triumph at Merion was a painful, anxiety ridden one. His humanness was once again apparent.

Leading up to his fourth and final major at Merion in 1930, he was sick with acute abdominal pain. His doctor diagnosed severe stress and incredibly discouraged him from playing in this final leg of the Grand Slam. Bobby was determined to play and play he did.

On September 27, in the finals, the last 36-hole match, he defeated Eugene Homans 8 and 7 on the 11th hole. At least 18,000 fans and 50 U.S. Marines in dress uniform witnessed him win the Grand Slam on that day.

**Bobby received his second ticker-tape parade in New York City, a grand turnout to welcome America's golf hero.** By the way, John Glenn is the only other person to have such an honor. He then arrived home to Atlanta where 125,000 Georgians honored him with yet another parade. Bobby was now world famous - and the world was his for the taking.

And then Bobby did the unimaginable.

**He retired from tournament golf at age 28.**

He was done.



## HIS LIFE OFF THE COURSE



Bobby Jones' achievements as a golfer are legendary. Yet, there is so much more to this iconic golfer than his accomplishments on the golf course. He lived a full and rich life off the course – a very human life of triumphs and tragedies. He graduated from high school at 16 and went on to **Georgia Tech** where he majored in mechanical engineering. He was captain of the golf team, the Golden Tornadoes.

In 1925, with no interest in engineering, he entered **Harvard** to study English literature. Friends said he read the dictionary like it was a book. He learned French and German and would often study Latin or Calculus on the way to tournaments to have something to do. His was a brilliant mind by all accounts.

He was a very gifted writer, with a brilliant command of the English language, equal to his skill on a golf course. Consider this, one of his most famous epithets:

***"On the golf course, a man may be a dogged victim of inexorable fate, be struck down by an appalling stroke or tragedy, become the hero of an unbelievable melodrama, or the clown in a side-splitting comedy – any of these within a few hours, and all without having to bury a corpse or repair a tangled personality."***

When he finished at Harvard, he went to work for the Adair family – the leading developers of the time and friends of the Jones family - selling real estate and golf memberships in Florida at the Whitfield Estates Golf and Country Club.

Still trying to find his way in life off the course and not enjoying real estate sales, Bobby returned to Atlanta and enrolled in **Emory law school**. He was there for just three semesters when he passed the Bar, something one could do at that time without a diploma. He joined his father's law firm, practicing civil and contract law, until his death. Today the firm is known as Alston & Bird, one of the nation's most successful law firms and the one that represents the Jones family to this day.

His contributions did not stop there.

**During WWII, Bobby volunteered and was inducted into the US Army as a captain in 1942.** He served as an intelligence officer and landed on Normandy the day after D-Day, serving two months on the front lines where he was promoted to lieutenant colonel. Think about that for a moment – going from a life of comfort and grand golf to volunteering at age 40 for the austere and uncertain life of a soldier in a combat zone. Through it all Bobby remained disarmingly humble.



## JONES THE INNOVATOR AND ENTREPRENEUR

What you may not know is that Bobby Jones was an innovator and entrepreneur as well. “He was very much a forward thinker,” according to Bob Jones IV.

During his lifetime, Jones leant his name to only one endorsement, Spalding golf clubs. In 1932, he helped the company design a set of woods and the first matched set of irons. Charles Price, the famous writer, noted, “After overseeing the casting of the irons and sanding of the shafts by hand himself, Jones had rejected more than two hundred different clubs until he arrived at the set that satisfied him.” His signature clubs sold 2 million sets in 15 different models. **He co-founded two golf clubs, Augusta National and Peachtree.** While it may be hard to believe today, Augusta was a very radical design for its time, one Jones had a large hand in with famed course architect Alister MacKenzie. Augusta also was one of the first courses in the world to have an underground which eliminated the need to pull hoses long distances and made thorough watering possible.



And of course, he co-founded one of the most famous golf tournaments in the world, The Masters.

There's more.

He was a partner in a minor league baseball team, the Atlanta Crackers, the City's baseball team for 60 years before the Atlanta Braves came to town.

When he finished tournament golf, he made two very famous instructional films for Warner Brothers. His “How I Play Golf” and “How to Break 90” movies were considered innovative for the time with trend-setting graphics and instruction methods.

Jones also became a major stockholder and founder of **Coca-Cola bottling companies** in New England, Michigan, Scotland, Uruguay, Argentina, and Chile.

## BOBBY'S FAMILY

He married Mary Rice Malone in 1924, and they soon had three children.

The Jones family lived most of their married years at 3425 Tuxedo Road, just a few miles from Bobby Jones Golf Course in Atlanta. They called it Whitehall and it is still there today.

Bobby's son, Robert Tyre Jones III, was also an accomplished golfer, winning the Atlanta city junior, and qualifying for three US Amateurs. In one of them in 1959, he lost his first-round match to some kid named Jack Nicklaus, 7 and 6. He even played on the Emory golf team for four years. Sadly, he died at age 47, just two years after his father.

His grandson, Robert Tyre Jones, IV, is a psychologist and lives in Atlanta with his wife Mimi. Bob, as he is known, loves to speak about his grandfather and does so with an authority like no one else can do today.





## A DOGGED VICTIM OF AN INEXORABLE FATE

In the late forties, life became tough for Bobby. Ironically, he became a dogged victim of an inexorable fate off the course.

It began when he started having bad neck pains. These pains were so debilitating that he played his last round of golf at East Lake at age 48. The greatest player to have ever lived, never played golf again.

Eventually his neck pain was diagnosed as **syringomyelia**, a painful and incurable spinal disease. This led to leg braces and later being in a wheelchair full time. He could not stand or walk without assistance. In his last years, he could not write or even sign his name.

While he had some very human moments of anger and despair, he never complained publicly. He was always the gentleman. When people asked him if he was ever bitter, he often remarked that "one plays the ball as it lies," a reference

to one of his most famous quotes:

***"Golf is the closest game to the game we call life. You get bad breaks from good shots; you get good breaks from bad shots – but you have to play the ball where it lies."***

And he did.

He even kept his sharp wit and sense of humor, once saying, "I haven't played golf in eight years. But then, I haven't missed a putt in eight years, either."

On December 18, 1971, the incredible Bobby Jones' passed away at age 69.

## THE DASH THAT ENDURES

Why was he so immensely popular, then and now?

It is important to know that in the decade following World War I, America luxuriated in the Golden Era of Sports with its first collection of super stars such as Babe Ruth, Ty Cobb, Jack Dempsey, Gene Tunney, Bill Tilden, Red Grange - and Bobby Jones. All were great athletes, but none had extraordinary character and humility like Bobby Jones.

His legacy endures in many ways.

The Robert Tyre Jones, Jr. Memorial Lecture of Legal Ethics at Emory was inaugurated in 1974 and continues to this day.

**In 1955, the USGA established the Bob Jones Award, the association's highest honor, to recognize distinguished sportsmanship in golf.**

**There is also a Robert Tyre Jones, Jr. Scholarship Program between Emory and St. Andrews University in Scotland.** Each year eight scholars are named and exchanged, four from each institution. Another program between St. Andrews and Georgia Tech provides for the exchange of graduate students.

And then there is **Bobby Jones Golf Course**, one which we know well. It opened on December 30, 1932, when the

city of Atlanta dedicated it as the Bobby Jones Municipal Golf Course. At 1pm, Jones hit the first ball and played in the first foursome with Charlie Yates, Billy Wilson, the professional at Piedmont Park Golf Course, and Chick Ridley, the former Georgia State Amateur Champion. Since then, we estimate 4.2 million rounds of golf were played and at least 500 million shots hit on this historic course through 2017.

And in Philadelphia, on the last Friday of September of each year, the members of Merion Golf Club gather to honor Bobby with a round of golf, a black-tie dinner, and a walk to the 11th hole where Bobby is remembered. Bob Jones IV has been one of the special guests.

**He is buried at Oakland Cemetery in Atlanta. His gravestone is surrounded by the same 18 flowering trees that grace Augusta National's holes and is always covered in golf balls and tees left by thousands of visitors each year to honor the man.**

There have been at least 40 books written about him and several movies made.

The postal service even honored him three times. Once was when a post office named Calamity Jane was established just for the 1976 open at Atlanta Athletic Club. The others are commemorative stamps in 1981 and 1998.

The accolades and tributes are many. These are just a few.

The Bobby Jones story of character, triumph, anxiety, loss, integrity, family, sportsmanship, intellect, perseverance, and pain. His was a human life in every respect. He suffered the same slings and arrows all of us endure while here, during our dash.

There is so much for each of us to learn from his life. Character, humility, and perseverance certainly come to mind first. Learning, innovating, and taking risks are close behind.

Bobby Jones' dash has and will endure for ages, which is why we are now Bobby Jones Links. We have been presented with the incredible gift to make a difference for in many lives thanks to his legacy and our very generous donors.

## JOIN US IN THE MARCH TO THE 100TH ANNIVERSARY OF THE GRAND SLAM!



In 2030, we will be celebrating the centennial of the Grand Slam. Between now and then, the Jones family and Bobby Jones Links will be hosting special tournaments at many of his major championship courses, travel adventures to Scotland, inter-club matches, and special club events.

At this time, it appears the USGA and R&A will be holding the 2030 national championships at the three of the four courses Bobby won majors at in 1930. Merion Golf Club has been selected for the U.S. Open in 2030. It also appears the R&A will select St. Andrews and Royal Liverpool for their 2030 events, making the time between now and 2030 an exciting time to be a Bobby Jones Links' club.







## OUR PURPOSE, VALUES AND SERVICE STANDARDS

### TEAM MEMBER PROMISE AND CREDO

#### We Are Bobby Jones Links

We are a family that makes a difference in the lives of others by offering extraordinary service, caring for each other, and having fun. We succeed by being excellent in everything we do, constantly innovating, encouraging autonomy and personal growth, while representing the humility, drive, and loyalty of the great Bobby Jones. *We are Bobby Jones Links.*

### OUR CORE VALUES

Core values are the essential and enduring tenets of Bobby Jones Links. They are the glue that holds us together and will stand the test of time, permeating everything we do in our pursuit to make a difference. What follows are characteristics – the core values – of the people who succeed at Bobby Jones Links.

You will find them in all of our job descriptions and performance reviews. We recruit, train, review, and terminate Bobby Jones Links team members based on these core values.

#### 1. MAKE PEOPLE HAPPY

- Service First
- Solve Customer Problems
- Have Fun

#### 2. DO WHAT YOU SAY

- Be Loyal ■ Be Dedicated
- Be Dependable ■ Do the Right Thing

#### 3. STRIVE FOR EXCELLENCE

- Be Humble ■ Be Confident

#### 4. BE DRIVEN

- Be Proactive ■ Be Innovative
- Go the Extra Mile

#### 5. GROW EVERY DAY

- Willingness to Learn ■ Be Adaptive
- Stay Curious



## OUR 17 SERVICE STANDARDS AND EXAMPLES

### 1. "YES, IS THE ANSWER. WHAT IS YOUR QUESTION?"

- Mr. Smith plays a round of golf that takes six hours. "Yes", our golf staff will apologize and give Mr. Smith a refund.
- The Jones family shows up for Mother's Day Brunch without a reservation. "Yes", we will be creative and find space for the Jones family, as soon as possible.

### 2. WE REGULARLY SURPRISE AND DELIGHT OUR CUSTOMERS.

- Mr. Jones brings his young son, Peter, to the driving range. Adam, the Pro Shop Assistant, sees the young boy on the range and brings him a cut down seven iron from lost and found, along with a basket of range balls.
- Mrs. Wilson arrives at the club. It is raining very hard. Jim, the outside services assistant, sees her and runs over with his umbrella and personally walks her in.

### 3. WHEN A CUSTOMER SAYS, "THANK YOU", WE ALWAYS RESPOND GENUINELY WITH "MY PLEASURE".

- Mr. Miller signs his receipt at the golf shop counter and says, "thank you". Rich, the Pro Shop Assistant, looks Mr. Miller in the eyes and says, "it is my pleasure. Please enjoy your round of golf."
- Katie, a junior golfer says "thank you for the lesson" to Chris the Golf Pro. Chris gets down on one knee, so he can be at Katie's eye level, and says "it's my pleasure. Keep practicing! You're doing great!"

### 4. WE READ OUR CUSTOMERS, FOCUSING ON THEIR PACE AND SPECIFIC SITUATION TO DELIVER A MORE PERSONALIZED SERVICE.

- Mr. Grant arrives at the club and seems to be confused where to find the golf shop. Henry, the outside services assistant, notices Mr. Grant's confusion and says, "hello sir. Is there anything specific I can help you find?"
- Mrs. Turner is having a business meeting at the club is deeply engaged in conversation with her clients. Joseph, the server, recognizes she is very engaged and waits until they take a break before approaching her so as to no interrupt their meeting.

### 5. WE USE OUR CUSTOMERS' NAMES WHENEVER POSSIBLE TO DELIVER A MORE PERSONALIZED EXPERIENCE.

- Remembering that Mr. Hill played golf last week, Tim, the outside services assistant, meets Mr. Hill at his car and says, "Mr. Hill, welcome back. It's going to be a beautiful day for golf."
- While walking from the kitchen to her office, Alice, the club accountant, sees Mr. Parker coming her way. She stops, makes eye contact, and says, "Mr. Parker, how was your trip to Hawaii?" Alice remembered that during their last chat, Mr. Parker mentioned that he was taking his family on vacation to Hawaii.





**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.**

- While driving a cart from the range to the clubhouse, Joey, the outside services attendant, sees Mr. Walker coming his way. Joey stops the cart, makes eye contact, smiles, and says, "Mr. Walker, welcome back to the club".
- Fred, a club bartender, is walking to the wine storage room. On his way, he notices a young lady sitting in the lobby. Fred stops and says, "I'm Fred. Can I bring you a beverage while you are waiting?"

**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."**

- At the golf shop counter, Gene addresses Mr. Harrison with "Good morning Mr. Harrison. Is there anything I can help you find?"
- Amy, one of the club lifeguards says, "Mrs. Thomas, good afternoon. It's going to be a wonderful day for a swim."

**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?"**

- Nancy, a club bartender, answers the phone by saying, "thank you for calling Bobby Jones Links Golf Club. 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.**

- Mr. Adams tells his restaurant server, Janice, that his hamburger is overcooked. After apologizing, Janice immediately removes Mr. Adams' plate, requests that the meal be recooked, and removes the hamburger from the bill.
- A foursome finishes playing golf. They drive to their cars and Ben, the outside services attendant, overhears them talking about how nobody told them the greens were aerified. Ben immediately runs inside the golf shop and gets a notebook. He goes back outside and gets the name and number of all four golfers and says they will be receiving a call from the Head Golf Professional for a free round of golf. Due to the unenjoyable nature of their round, the least the club can do is invite them back to correct the disappointment.

**10. RATHER THAN POINTING, WE ESCORT CUSTOMERS TOWARDS THEIR DESTINATION UNTIL THEY ARE COMFORTABLE WITH THE DIRECTIONS.**

- Vince, a bartender, notices a wedding guest looking around for signs in the lobby. Vince approaches him and says, "Sir. Are you here for the wedding? If yes, please follow me and I will escort you to the banquet hall."

**11. WE MAKE A DIFFERENCE IN OUR CUSTOMERS' DAY. WE GO ABOVE AND BEYOND TO IMPACT THEIR LIVES IN A POSITIVE WAY.**

- Arnie, the Executive Chef, heard that Mr. Anderson broke his leg playing basketball. Arnie took it upon himself to make five dinners and deliver them to Mr. Anderson's house.
- Bob, the club General Manager, heard that Mr. and Mrs. Wilson were coming to the club for dinner. It was also their youngest daughter's 13th birthday. Bob decided the staff would decorate the table with balloons and deliver a

small cake, while the staff sang Happy Birthday.

## **12. SERVICE EXCELLENCE IS A TEAM EFFORT. WE STEP OUT OF OUR USUAL DUTIES TO ASSIST OUR TEAMMATES.**

- Fred, a tennis professional, noticed a restaurant team member moving banquet tables from the clubhouse to the sports center. Fred stopped what he was doing and gave the restaurant team member a hand moving the tables.
- As Michael, a golf course marshal, was passing through the restaurant to place a lunch order, he noticed the restaurant team clearing plates after a big luncheon. Before Michael ordered his food, he helped the team remove plates and strip the linen from the tables.

## **13. WE CREATE A POSITIVE AND SUPPORTIVE TEAM WORK ENVIRONMENT, TREATING EACH OTHER WITH RESPECT AND DIGNITY.**

- Melissa, a swim instructor, noticed Helen, the club housekeeper, pulling a heavy bag of laundry from the gym to the laundry room. With out hesitation, Melissa told her to "wait one minute. I'll go get a golf cart and we can make this easier for you."

## **14. WE ARE RESPONSIBLE TO REPORT AND CORRECT DEFECTS OR PROBLEMS BEFORE THEY AFFECT THE CUSTOMER. WE DELIVER PRODUCT AND SERVICE EXCELLENCE.**

- Charles, a club server, noticed that the french fries were overcooked. Before bringing them to the customer, he asked the cooks to please remove the current french fries and give fresh ones.
- As he was walking from the pro shop to the banquet room, Connor noticed that a bulb in the main foyer was out. He immediately asked his Head Golf Professional where the bulbs were stored. After finding them, he quickly replaced the bulb.

## **15. OUR ATTIRE AND DEMEANOR REFLECT POSITIVELY ON OUR CLUB AND BRAND.**

- Dave, the club Membership Director, comes to work every day dressed for success. He wears his name tag, a logoed Bobby Jones golf shirt, manicures his beard, pressed slacks, and a smile.

## **16. WE RESPOND TO CUSTOMER AND TEAM MEMBER REQUESTS IN A TIMELY MANNER. WE ANSWER CUSTOMER EMAILS AND VOICE MAILS WITHIN 24 HOURS.**

- James, the club Food and Beverage Director, received a voice mail from a member that stated yesterday's dinner was not up to club standards. James made it a point to return the phone call before he left for the day.

## **17. WE ARE BOBBY JONES. BE POSITIVE INSIDE AND OUT OF THE WORKPLACE AND HONOR HIS CHARACTER AND LEGACY.**

- Jacob, a golf course maintenance team member, makes it a point to wave to each golfer as he passes through the golf course on his mower. He recognizes that his work not only includes the task at hand, but also includes upholding the characteristics of Bobby Jones himself. One of which is making everyone feel comfortable and welcome.
- Lance, the club social director, was out to dinner with his family. Throughout dinner he noticed just how hard working his server was. Upon completion of dinner, he asked to speak to the restaurant manager so he could recognize the efforts of his server.







## THE QUALITIES OF A BOBBY JONES LINKS' LEADER

There are thousands of books and philosophies on leadership, some good, some bad. The best mirror these tried and true rules of managing people well.

**What follows are some simple rules to manage Bobby Jones Links team members. Follow these, and you will be a respected and effective leader:**

- Praise in public, but counsel in private.
- Be the first to accept responsibility, and the last to accept credit.
- Take a genuine interest in the lives and careers of your team members.
- Be transparent. Don't have any hidden agendas.
- Practice and encourage total candor.
- Lead by example. Show others you'll do whatever you ask of them.
- Be visible, participatory, and have an "open door."
- Address people and performance problems quickly. They grow with age.
- Treat everyone as you'd like them to treat you.
- Know that everyone wants to be appreciated – it is the deepest craving all of us have.
- You develop relationships with people; you manage things.

- You must communicate with your team members regularly.
- You must provide candid, honest evaluations of their performance.
- Instead of giving orders, a smart manager gives instructions.
- Make work fun for them too. It's good for business.

One of our key leadership philosophies is to hire great people. We call this *getting the right people on the bus*.

Your life, the club's well-being and financial performance will be so much better if you do. "Warm body" hiring, or hiring out of convenience, almost never works.

"BOBBY JONES  
*Lesson  
No. 1,*  
IN GOLF, THE MOST  
IMPORTANT DISTANCE  
IS THE 5 INCHES  
BETWEEN THE EARS."





## KEY COMPANY POLICIES EVERYONE MUST KNOW

The following are the universal policies applicable to each department and every Bobby Jones Links team member.

### ALCOHOL USE

Team members may not consume alcoholic beverages on club or company premises at any time, whether on or off duty. Occasional exceptions may be made by your VP of Operations for wine tastings, member functions, and special club events.

### ANGRY GUESTS OR MEMBERS

Those angry guests didn't wake up this morning deciding to ruin your day, not at all. They're just angry. It's not personal and it's not rational and it certainly isn't about whether or not you deserve it. It just happens.

When our responses turn into reactions and we set out to teach people a lesson, we lose. We lose because the act of teaching someone a lesson rarely succeeds at changing them, and always fails at making our day better, or our work more valuable.

*The lesson here is not to take guest or member complaints personally, but rather react professionally. Listen. Then, if you can, do something remarkable and surprise them. You won't find anyone at Bobby Jones Links who will fault you for getting out of your comfort zone and trying to make an angry customer happy (that's Rule #9 of the Service Standards).*

### REALLY ANGRY AND UNRULY GUESTS OR MEMBERS

Sometimes we have guest or member behavior that will never be tolerated – occasions where they will step over the line and be rude and abusive to a Bobby Jones Links team member. We do not tolerate this behavior. If this happens, report it to your supervisor or General Manager immediately. Depending on the circumstances, the guest will be asked to leave, reprimanded, or if a member, they may be asked to appear for a disciplinary hearing.

An **Incident Report** regarding the guest or member must be completed, with a copy kept at the club, and one sent to your V.P. of Operations.

“BOBBY JONES  
*Lesson  
No. 4,*  
THE SECRET TO GOLF,  
AND BUSINESS, IS  
TO TURN THREE  
SHOTS INTO TWO.”

## APPROVED VENDORS

Periodically, we publish in Caddyshack an approved or recommended vendors list for certain products and merchandise we purchase. You may be required to purchase your supplies, inventory, etc., from the vendors on these lists. By doing so, we ensure that our clubs achieve the lowest costs and best products. This policy also enables you to say “no” to the numerous sales representatives who constantly request your time and attention.

## TEAM MEMBER PLAY – GOLF

Team members may play for no charge at their home club on a space-available basis (without a tee time) unless they pay the prevailing retail fees or rates. Guests playing with a team member pay a cart fee.

If a team member wants to play another Bobby Jones Links course, the General Manager or Head Golf Professional at their club must arrange it for them. They may be expected to pay a cart fee and any guests will pay the industry rate of \$25. In some circumstances this could be higher.

Team members must have reasonable knowledge of golf course and golf cart rules and etiquette, as well as follow the dress code guidelines for Bobby Jones Links and the club they are playing at.

## TEAM MEMBER PLAY – TENNIS AND PICKLEBALL

Team members may play on organized teams at the club if there is an opening and they are invited to join the team. Once a member is available to fill this spot the Bobby Jones Links team member must yield the court to the member.

Bobby Jones Links *team members* may take a private lesson but may not participate in group lessons unless authorized by the Director of Tennis. They may use the ball machine upon approval from the Director of Tennis.

Courts may be used on a walk-up basis (space available) only with the approval of their General Manager on a case-by-case basis. No court reservations may be made.

## TEAM MEMBER USE - FITNESS CENTER

Team members may use the fitness center during non-peak times and must yield the use of the equipment to members and their guests.

## TEAM MEMBER PURCHASES

Team members may purchase pro shop merchandise at cost plus 10% at your home club only. Pro shop merchandise must be on display for at least 30 days before it can be purchased at this discount. Regarding special orders, the money must be collected before the merchandise is ordered. The order must be approved by the General Manager if the amount is over \$250. Team members must pay for special order purchases through the club – and then the club will pay the vendor.

While on duty, team members may purchase food and beverages at 50% off the retail or regular cost. Fountain drinks, coffee, and tea are free while on duty. Team members may be requested to bring their own cup. 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 prices.



## BULLETIN BOARDS

All bulletin boards will be current and full of information. The presentation should be neat, orderly, professional, and changed often. Any flyer or notices attached to the board will be stapled or pinned in all four corners. If using push pins, they must all be clear in hue. All permanent flyers and notices issued by the club are required to be in color before posting. Flyers or signage should not be taped to walls, windows, or doors. All signage should be displayed on stands or within holders.



## CADDYSHACK - OUR ONLINE MANAGEMENT STORE

In Caddyshack, you will find the latest versions of all company policies, procedures, requirements, etc., including the most current version of this manual, **Carpe Diem**. Almost every file, form, worksheet, manual, job description or document you need to operate your department is on the website. The Club Support Center will provide you with a password to access Caddyshack.

## CARPE DIEM TRAINING

**Carpe Diem is your success handbook. It is how we run our company. You must know it thoroughly and are required to operate your club or area by it.** Upon the hiring or promotion of a department head or manager, Bobby Jones Links' V.P. of Operations or the club's General Manager, will discuss Carpe Diem with them thoroughly.

## CELL PHONES

Cell phones may not be used for personal calls or text messaging while working in a job that directly interacts with guests. When taking care of a guest, a cell phone should never be used unless it is for the purpose of serving that guest. Any viewing or sharing of inappropriate material via a cell phone at work is prohibited.

## CHECKS

We do not accept checks for guest purchases at our daily fee clubs. Payment is to be made by cash or credit card. At our private clubs, checks may be accepted at the point of sale for our members.

## CLUB COMMUNICATION

Communicating with members, customers, and clients is essential to increasing participation and sales. Regular communication should occur via club email, social media, websites, newsletters, and through on-site collateral.

Communication should remain within the brand guidelines and be appealing and engaging. It should be professionally produced by Bobby Jones Links' graphic artists and comply with your club's brand colors and guidelines. Bobby Jones Links' marketing department will provide brand guidelines and templates for your use.



## COMPUTER NETWORK AND THE INTERNET

The computer network is the property of your club and Bobby Jones Links. It may only be used for legitimate business purposes. The use of all company computers is subject to monitoring by your club or employer. Abuse of the computer network or the Internet will result in disciplinary action, including possible termination.

## CONTRACTOR INSURANCE CERTIFICATE CRITERIA

Certificates of Insurance (COI) are required from each contractor that is hired to work at your club. These COIs are to be obtained prior to any work is performed onsite.

### THE FOLLOWING MINIMUM COVERAGE IS REQUIRED

- Comprehensive General Liability including Bodily Injury, Personal Injury, and Property Damage at \$1,000,000 each per occurrence.
- Workers Compensation at \$1,000,000 per accident.
- Automobile Liability at \$500,000 Combined Single Limit to include both hired and non-owned autos.
- Umbrella Liability at \$10,000,000 is optional but preferred.

### THE FOLLOWING LANGUAGE IS REQUIRED

- The certificate holder can be listed as Affiniti Golf Partners, LLC, dba Bobby Jones Links or the name of the club with the appropriate address.
- Affiniti Golf Partners, LLC dba Bobby Jones Links and the club owner must be named as additional insured concerning General Liability coverage.

A sample **COI Form** is in Caddyshack. This form must be given to the contractor so they may forward it to their insurance agent. Review the COI once you have received it from their agent to ensure they are in compliance with the above requirements.

## APPROVALS ARE REQUIRED FOR THIS

The following situations will require prior approval from your VP of Operations:

- Pay increase that exceeds 3% on an annual basis for non-exempt or exempt full-time Bobby Jones Links team members.
- Adjustments to bonus, incentive, or commission plans.
- The hiring of Bobby Jones Links team members at the department head level.
- Deviations from budgeted or otherwise approved budgets, including revenue categories, expenses, and capital improvement plans.
- Major changes in the pricing structures at your club, including greens and cart fees, range plans, locker rental, dues, initiation fees, etc.
- Club management will receive three qualified bids for all capital projects for the club. Bids will be sent to your VP of Operations for discussion and approval.

## CPR/AED

Every club must hold a CPR training class at least once yearly. Each clubhouse is required to have a defibrillator machine and the staff trained to use it.

## CREDIT CARDS

Credit cards cannot be used to give a guest or Bobby Jones Links team member cash, or be used for more than the purchase amount.

## CRISIS MANAGEMENT

Periodically, a club will suffer from some form of crisis or urgent issue. Our policy is this: we hit it head on, we do not deny it, we do not try to hide it, and we offer immediate solutions and explanations. Trying to deny or hide highly visible problems or issues only compounds them. Candor, healthy communication, and an immediate response are required.

## EATING ON DUTY

When eating on duty, team members must do so in designated dining or break areas. Team members may eat in their office if no guests are present. Eating in the presence of a member or guest, particularly at a pro shop or food and beverage counter, is not allowed.

## ENTREPRENEURIAL OPERATING SYSTEM (EOS)

EOS is a management system that helps clarify your club's vision, gain traction, and increase team health through simple, proven, and practical tools. Each club and every department is required to use it. This includes L10 staff meetings, setting "rocks," 5-5-5 performance reviews, visiton traction organizers, etc. Your V.P. of Operations or General Manager will train you on how to implement and use highly effective system of delivering results and reaching goals.

## FACIAL HAIR AND TATTOOS

Any facial hair must be kept trimmed and well-groomed. Visible tattoos must not be offensive in nature.



## FIRST AID KIT

Each department must have a first aid kit readily available for injured team members, guests, or members.

## INCIDENT REPORT

**All incidents, such as accidents, thefts, emergencies, etc., will be recorded on an Incident Report, available in Caddyshack.**

A copy is to be immediately emailed to your General Manager and to the V.P. of Operations and Human Resources. If the incident involves a team member, it will be put in their file as well. If a team member is injured while on the job, the proper workers' compensation procedures (found in Caddyshack) must be followed immediately.

## JOB REFERENCES

Unfortunately, due to legal issues, we cannot answer written or verbal questions about former team members. All requests for references must be sent to the Human Resources. By policy, Bobby Jones Links only discloses the dates of employment and the title of the last position held by a former team member.

## LOANS TO BOBBY JONES LINKS TEAM MEMBERS

Team members are prohibited from asking to borrow or borrowing money from fellow team members, the club, or our club's guests or members.

## LOST AND FOUND

Each club must maintain a lost and found where all items turned in are placed in a designated location. Every staff member must know where this is located. You may have two areas, one for golf clubs, head covers, towels etc., and one for valuables such as phones, jewelry etc. After six months in lost and found, unclaimed items will be discarded, or, if they are of value, donated to junior golf or a local charity.

## MANAGING BY WALKING AROUND

Managing by walking around is a common trait among successful business managers. It is even more important in the club business because of the many different operating areas and the necessary interactions with guests and team members. If guest and company expectations are not being met or exceeded, and if the attention to detail is poor in your area, then you are not walking around enough. We recommend you walk all areas of your club at least once daily. Spending time riding the golf course with the superintendent or walking an area with a department head is a valuable experience for the operation and the development of your team members. This informal one-to-one contact allows you to provide feedback to team members as well.



## MANAGER WORK WEEK AND VACATION

While we encourage team members to take and enjoy time away from work, your position may require more than 40 hours per week and you will be responsible for completing the work assigned regardless of the amount of time necessary. Vacations are subject to approval from your supervisor before they are scheduled.

## A MANAGER IS ALWAYS “ON DUTY”

During business hours, a department head or shift manager is expected to always be present when the General Manager is not at the club. The General Manager will have someone formally “in charge” when they are not present. At no time will your club be operating without at least one department head, supervisor, or manager on duty and on-site. This should be scheduled and communicated to all departments if a team member is in need and needs to know how to contact the Manager on Duty.

## MASTER CLUB CALENDAR

Each club will keep a master calendar for the upcoming 12-24 months. On this calendar, all outings, maintenance events, weddings, etc., will be noted, kept updated, and accessible to all department heads.

## PARKING YOUR CAR

You must leave the best parking spaces for our guests and members. Therefore, you are required to park at the far end of the club parking lot. This includes parking at all Bobby Jones Links clubs, even ones you do not work at.

## PERSONAL CONVERSATIONS AND TELEPHONE CALLS

Personal conversations between team members or between a team member and their guest should not occur in the presence of a member or guest. If a customer can hear your private conversation or comments, team members should converse at a later time or in a different location. The same best practice is true for private phone calls.

## PGA, GCSAA, AND CMAA MEMBERSHIP

Reimbursement of a team member’s educational costs to become a member of one of these associations is on a case-by-case basis as determined by the VP of Operations and the General Manager of your club.

## PROFESSIONAL DUES AND EDUCATION

Once a company manager has completed their 90-day probationary period, the club will reimburse them for their association dues for the PGA, GCSAA, or CMAA. Tuition and travel costs for continuing education, trade shows, or seminars will be paid on a case-by-case basis, as determined by the V.P. of Operations and the General Manager of your club.



## REFUND POLICY

**If a guest requests a refund for any reason, whether for a green fee or pro shop merchandise, we give it to them.**

We offer guests the option to exchange the item or take a rain check first. However, if they insist on their money back, we give it to them, even if the item has been worn many times or the guest is clearly wrong. Never argue with a guest. Even if you win, you may lose a customer forever.

## RETURNING EMAILS AND PHONE CALLS

You must check your work voicemail and email at least three times daily for important message from customers or members. You must also respond to customers inquiring about a membership, banquet event, outing, etc., within 24 hours.

## SAFETY TRAINING

Safety training will be conducted regularly as part of the a department's regular staff meetings and daily assignments. A **Safety Training Checklist** can be found in Caddyshack.

## SCHEDULING

Every effort will be made to accommodate team members requesting certain hours and days off. However, the operational needs of your club take precedence if there are conflicts. Generally, preferential schedules will be given to the senior members of a department. In instances where requests cannot be met, they will be awarded on a first-come, first-served basis.

## SMOKING AND CHEWING TOBACCO

Smoking, vaping, or chewing tobacco by team members must be done in designated areas and only during breaks. Smoking, vaping, or chewing tobacco in the presence of members or guests is prohibited.

## TRADE OUTS

The General Manager of your club and V.P. of Operations must approve the exchange of golf privileges in return for work, products, or services that benefit a club. The exchange of golf privileges for personal gain, such as dining at restaurants, tickets to sports events, etc., is strictly prohibited.



## THE ULTIMATE QUESTION

When deciding about a new idea, a policy change, whether to spend some money, etc., this is the question you should ask yourself each time. It is the tool for determining what to do. It will surprise you how it makes a decision so much easier.

**"If I owned the club and it was my money at risk, what would I do?"**

## UNIFORMS AND NAMETAGS

**All team members are required to be in uniform wearing an approved nametag while on duty.**

Team members may be required to pay a portion of the uniform cost. The exact amount varies from club to club. Nametags are to be worn on the right side of the chest. Uniforms must be in free of wrinkles and stains.

## USE OF THE BOBBY JONES LINKS LOGO

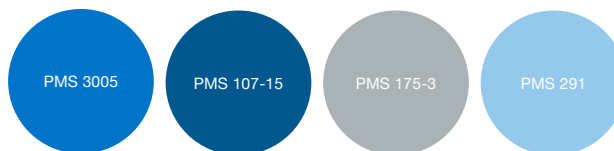
The Bobby Jones Links logo is required to be on all the following:

- Nametags
- Email Marketing
- Advertising
- Business Cards
- Scorecards
- Certain Collateral Pieces
- Websites
- Uniforms

You may only use the approved brand assets provided in our brand guide. Consistent use of these assets helps people easily recognize references to Bobby Jones Links and protects our company trademarks.



### BJL COLORS



At our private clubs, the Bobby Jones Links logo may or may not be prominently displayed on these items. If you are at a private club, check with your VP of Operations about using the Bobby Jones Links logo.

## WORD, POWERPOINT, AND EXCEL

All company leaders must be proficient in Microsoft Word, Excel, and PowerPoint. Company managers who succeed with us know these programs well. The ability to develop and manage budgets and financial templates are particularly important.



**"UNDERSTAND**

**THAT**

*leaders*

**ARE LEARNERS."**



## THE IMPORTANCE OF PRESENTATION

**We place a very high value on presentation and appearance.** It is critical to our success that our clubs are clean, orderly, and professionally presented.

Bobby Jones Links uses a checklist, the **Bobby Jones Links Operational Review**, with more than 300 items to measure your success in this area. While this is not a complete list of your responsibilities, here are *a few random examples* of what we focus on and deem most important:

- All staff must be in uniform and wearing a nametag.
- Kitchens must be spotlessly clean at all times.
- Restrooms must be clean and kept fully stocked at all times.
- Pro shop merchandise must be professionally folded and displayed.
- No handwritten notes, promotions, or flyers are used. All collateral is within brand guidelines.
- Golf carts are clean, free of trash, and the message holders are in use.
- Parking lots are clean and landscaping trimmed and free of trash.
- All signage must be "on brand," up-to-date, and professionally displayed on stands or within holders.
- All light bulbs are working.
- The fuel pump log is in use at golf maintenance.
- Bunker rakes are readily available and any broken ones are replaced.
- Golf maintenance areas are kept as clean and orderly as the clubhouse.
- Course restrooms are clean.
- Security cameras are operational and in use.
- Water coolers on the course are clean, safe, and locked.
- Out-of-bounds and hazards are marked and staked.
- Yardage markers and all sprinkler heads are tagged.
- Range balls are in good to great condition, not fair to poor.
- The club website is up-to-date and refreshed regularly.
- Club championship and hole-in-one plates are up-to-date.
- Dumpster areas are clean and the doors are closed.
- Dirty sidewalks and decks are pressure washed regularly.
- Your email signature follows the branded template.
- Flags and flagpoles are clean and looking new.
- Clubhouse offices are neat, orderly, and free of clutter.
- Counters are free of post-it notes, scotch tape, etc.
- There is no more than one bank deposit in the safe.
- Team member personnel files are complete and up to date.
- Fire extinguishers are available and are current.
- Chemicals are securely stored, organized, and inventoried.



## HUMAN RESOURCES

What follows are the key policies and procedures for managing team members in addition to those found in the **Bobby Jones Links Team Member Handbook**.

**The majority of all administrative functions involving team members will be conducted in Paycom HRIS by a General Manager or department head.**

### RECRUITING

In order to develop a team of strong, customer-centric team members, we practice a rolling recruiting strategy (meaning applications are always accepted and interviews are being conducted regularly). The goal is to always be recruiting to replace the bottom performers to build a team of only top performers.

### SELECTION

Bobby Jones Links selects new team members who complement our culture and share our core values. We select based on the candidate's character, chemistry, and competency.

To assist with this, we use a pre-hire assessment tool in partnership with Talent Plus to understand the individual's behaviors before making a decision. Talent Plus leverages behavioral and competency-based assessments that have been validated and used by many reputable organizations across all industries.

Our aim is to select the right person for the right seat on the bus who has the skills to succeed, will demonstrate our values, and deliver the very best performance and service.

All candidates must complete the online assessment before an offer of employment. A link to the online assessment is located at the end of the online application. Alternatively, it can be provided to the candidate with the following link: <https://prod-tbex.talentbankonline.com/TBEX/p/reg/bobbyjoneslinks>.

### INTERVIEWING

Please be mindful of what you can and cannot ask an applicant during the interview process. Make sure any questions you pose are directly related to the job. If the question is not relevant, don't ask. If you are not sure whether to ask or not, don't.

Note, you will need to keep all resumes and interview questions for two years. The documents should be uploaded to the team member's record in Paycom.

Prior to the interview make sure you have the application, resume, job description, and questions you plan on asking the applicant.



## PAYCOM APPLICANT TRACKING

All General Managers and department heads will have access to Paycom Applicant Tracking through their Paycom Client Access. This module will allow you to:

- View applications that have been submitted online
- Create and approve a requisition for job openings other than the perpetual job postings
- Post a job opening to the Bobby Jones Links career page on the company website
- Post a job opening to Indeed and Glassdoor
- Create a URL link to the online application
- Hire candidate and create a Paycom employee record
- Create a Paycom ESS login for the new hire
- A **New Hire Checklist** is in Caddyshack and on Paycom for you to use for each new team member.

## LAWFUL INTERVIEW QUESTIONS YOU CAN ASK

An interview is your opportunity to learn more about a candidate's culture fit, character, and competency as it pertains to the applied for position. It is illegal for an employer to discriminate against a job applicant because of their race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, genetic information, or any other class protected under federal or state law. An employer may not base hiring decisions on stereotypes or assumptions about an applicant's protected class. However, in the course of the interview it is easy for employers to inadvertently create problems by asking seemingly innocent questions that may appear discriminatory or elicit a discriminatory response. You can reduce the likelihood of a problem by asking questions such as the following:

### EDUCATION

- What aspects of your training and education have most helped you on the job?
- What skills or knowledge do you have not evident from your school records?

### WORK BACKGROUND/PREFERENCES

- What about your last job prepared you for this job?
- What did you like most and least about your previous jobs?
- What would your previous supervisor say if we asked them about what you were like as a previous employee?
- What are your two greatest accomplishments in your previous jobs?
- What are your two greatest disappointments in your previous jobs?
- If you could design the ideal job for you, what would it be like?
- Tell me what you know about our company and its competitors.

“BOBBY JONES  
*Lesson  
No. 6,*  
“FRIENDS ARE A  
MAN’S PRICELESS  
TREASURE AND  
A LIFE RICH IN  
FRIENDSHIP IS  
FULL INDEED.”

## WORKPLACE INTERACTION

- How do you resolve confrontations?
- What have you done when you've received instructions with which you've disagreed?
- What constructive criticism have you received, and what did you do about it?
- Tell me about your experiences working on a team.

## LEADERSHIP POTENTIAL

- What do you feel are the qualities required for good leadership?
- Tell me about a group you had to lead and how you got the members to achieve a goal.

## BEHAVIOR UNDER STRESS

- What do you do when you have too much work for a given period of time?
- Tell me about the most challenging decision you ever had to make.
- Have you ever had a dispute with a customer, and how did you settle it?

## FUTURE BEHAVIORS AND RETENTION POSSIBILITIES

- Where would you like to be career-wise in 5 years? In 10 years?
- What are three things you will not do in your next job?
- Are you lucky?

## LEGAL AND ILLEGAL INTERVIEW QUESTIONS

### ADDRESS

- You can ask for their address and length of residence in this area.
- You can't ask questions regarding foreign addresses that would indicate their national origin.



### AGE OR DATE OF BIRTH

- You can ask if the candidate meets the minimum age requirements.
- You can't ask, "how old are you?" or "what is your birth date?"

### ARRESTS

- You can't ask any questions regarding arrests (an arrest is not a conviction).

### CONVICTIONS

- You can ask if they have ever been convicted of a crime, but only in context to the intended job (e.g., a person convicted of embezzlement is a high risk of working with cash).

### CITIZENSHIP

- You can ask candidates if they are authorized to work in the U.S.?
- You can't ask what country they are from or if their family members are U.S. citizens.

### REFERENCES

- You can ask for the names and addresses of people willing to provide a reference.
- You can't ask for references from relatives.

### GENDER

- All questions regarding gender are off-limits and unlawful.

### RACE

- All questions regarding race are off-limits and unlawful.

### DISABILITY

- If the applicant has an obvious disability, you can ask if they would be able to perform the essential functions of the job per the job description.
- You can't ask if they have any disabilities, physical defects, or on-the-job injuries.

### OTHER THINGS YOU CAN'T ASK

- Height and weight
- Marital status or maiden name
- Type of military discharge
- Organizations they belong to
- Their religion

## BACKGROUND CHECK

These candidates must pass a background check prior to being extended an offer for employment or promotion:

- Club Social Director
- Department Heads working with finances
- Club Membership Director
- Any team members working with children

To start the process, you should email the club's hiring manager should email the candidate's full name and the candidate's email address to [hr@bobbyjoneslinks.com](mailto:hr@bobbyjoneslinks.com). A consent form will be emailed from Paycom to the candidate to complete electronically. Human Resources will contact you with the hiring manger with the results. Please allow three days for processing.

The candidate must complete the **Background Screen Authorization form**. The completed form should be emailed to [suzanne.guinn@bobbyjoneslinks.com](mailto:suzanne.guinn@bobbyjoneslinks.com) for processing. Please allow three business days for processing. The form is located in the Caddyshack.

Bobby Jones Links has an abuse prevention policy to prevent the physical, emotional and sexual abuse of children and youth by our team members. Candidates extended an offer for the positions listed above or any position working with children must sign the Bobby Jones Links **Abuse Prevention Policy Form** prior to starting the job. A signed copy must be uploaded to the team member's Paycom record. The form is located in Caddyshack.

## BOBBY JONES LINKS TEAM MEMBER ORIENTATION PROCESS

**Prior to, or on the first day of employment, all new team members must be given an orientation and complete their onboarding tasks (New Hire Checklist) in Paycom Employee Self-Serve (ESS).** The General Manager or department head conducts the orientation. The orientation is to include:

- A **Signed Job Description** downloaded from Caddyshack
- **Bobby Jones Links Team Member Handbook**
- Viewing the Bobby Jones Links Orientation Video in ESS
- Receiving a full tour of the property and a brief description of what goes on in each department
- Culture on-boarding with the club's culture coach

## BOBBY JONES LINKS TEAM MEMBER HANDBOOK

**Every new team member must be given the Bobby Jones Links Team Member Handbook prior to or on their first day of work.** The team member can download a copy from the documents section in Paycom ESS or from Caddyshack.

## NEW HIRE I-9 AND E-VERIFY

The General Manager's responsibility is to ensure all **I-9s** and **E-Verify** (if applicable) are completed by the 3rd day of work for pay. Team members may not be allowed to work if they fail to provide this identification information. Prior to your new team member starting work, email them a copy of the list of acceptable documents found in Caddyshack.

Once the team member completes the New Hire Checklist in Paycom ESS, the General Manager should complete the I-9 section 2 and process E-Verify (if applicable) from the employee record in Paycom on Form 16 or through the Task Management Dashboard. Please make sure the information in Paycom Form 1 matches the information in the I-9 and E-Verify.



## I-9 FORM CLARIFICATIONS

Three working days may be allowed for the return of appropriate I-9 identification documents per the I-9 list of acceptable documents (any List A document or a List B and List C document). Supervisors must complete section 2 of the I-9 Form; section three must be completed for Bobby Jones Links team members to be rehired within three years of their original hire date. A new I-9 will need to be completed if greater than three years. Photocopies of I-9 identification documents are required for all team members. Photocopies should be scanned into Paycom. A separate copy should be attached to the I-9 form that is kept in the I-9 Binder.

## I-9 REVERIFICATIONS/SECTION 3

Reverification is needed when a team member has an expired list A or list C document, or a name change. Reverification is not needed for:

- U.S. citizens and noncitizen nationals
- Lawful permanent residents who presented a Form I-551, Permanent Resident or Alien Registration Receipt card for Section 2. This includes conditional residents.
- Expired List B documents

## E-VERIFY SYSTEM

Bobby Jones Links must verify employment eligibility for new hires through the E-verify System within three business days of the hire date (work for pay). Rehires must be verified within three days of the rehire date if an E-Verify case was never created. Please ensure that your **E-Verify Posters** are displayed in a location where they are readily visible by all Bobby Jones Links team members. Please see the **E-Verify Quick Reference Guide For Employers** located in Caddyshack.

## NAME CHANGES

Team members should provide a copy of their new social security card with their new name. The IRS requires that the name on the social security card match the name on the W4 and W2.

## TEAM MEMBER REVIEWS

Each quarter all team members will be reviewed with **Bobby Jones Link's 5-5-5 Performance Review Form** available in Caddyshack. All full-time team members will receive their annual reviews no later than February 28, with any raises effective the first full pay period in March.

You must provide team members with honest, candid reviews, including documenting any problems or issues in detail. We do not sugarcoat anything in our review process.

*Be* VISIBLE, PARTICIPATORY AND  
HAVE AN "OPEN DOOR."





## CORRECTIVE ACTION WARNING POLICY

In instances where a team member violates company rules, displays inappropriate behavior, or is performing poorly, the team member receives a verbal warning, followed by a written warning should the behavior continue. This policy is very important for two reasons. First, it is good people management to provide them with feedback so their behavior will change. Second, the documentation describes the violation, provides a timeline for progressive disciplinary action, and protects the company. Depending on the actions and or behavior, further disciplinary action may be required.

Make sure you are familiar with these policies as addressed in the **Bobby Jones Links Team Member Handbook**. Anytime a situation arises that you are unclear about, please contact your VP of Operations or Human Resources.

In Paycom, please create a Personnel Action Form (PAF). The type of transaction will be a Corrective Action Form. You will need to create a Corrective Action Form for each warning whether verbal or written. Written warnings should be signed by the team member and scanned into Paycom.

## TEAM MEMBER CHANGE OF STATUS

If a team member changes status (transfer, promotion or termination), salary, or rate of pay, a Personnel Action Form (PAF) must be completed in Paycom. Action types available in Paycom:

- Change employee position and compensation information
- Change employee position status (FT to PT, or PT to FT)
- Termination – voluntary
- Termination – involuntary
- Corrective action form
- Rehire

Once the form is created, you may upload any additional documentation needed and forward to your General Manager for approval. General Managers will receive an email notification that a PAF is waiting for approval, and will have a notice in the Notification Center in Paycom.

## AWARDS FOR EXCELLENCE

Bobby Jones Links awards for excellence have been created to recognize team members with a passion for service excellence and who exemplify the purpose and values of Bobby Jones Links. All **Award Certificate** templates are located in Caddyshack. The certificate should be framed and the presentation of the award should be special.

### GRAND SLAM AWARDS

While your job description asks that you continually seek new and better ways to serve guests and operate your club, we recognize and reward team members of the company who have gone beyond the call of duty, suggested a great idea, or provided extraordinary service to a member or guest. Team members who do so become members of our Grand Slam Club.

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

Additionally, Grand Slam winners should be presented with the Grand Slam certificate framed in a black frame.

### CLOVER LEAF AWARDS

Born on St. Patrick's Day in 1902, Bobby Jones received a four-leaf clover medalion 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 has a different meaning: hope, faith, love and luck.

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

### THE BOBBY JONES AWARD

Awarded annually, this is our most distinguished award. The winner is selected from the year's twelve previous Clover Leaf Award winners and may come 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.



## TEAM MEMBER RECORDS

Bobby Jones Links team member records are kept in Paycom. Team members are to complete all onboarding tasks in Paycom Employee Self-Serve (ESS). If a team member was not hired through the Paycom Applicant Tracking process, a **Bobby Jones Links Employment Application** form should be scanned into Paycom.

Typical employment forms that must be scanned into Paycom if not completed within the Paycom system.

- Signed Bobby Jones Links Employment Application
- W-4 Form
- State Withholding Form
- EEO-1 Form
- Signed Bobby Jones Links Team Member Handbook Acknowledgment of Receipt
- Consent for Drug/Alcohol Testing
- **Employee Safe Working Agreement**
- Marketplace Notice
- Direct deposit information
- Any written warnings using the Bobby Jones Links Corrective Action form.
- Any correspondence with the Bobby Jones Links team member
- Requests for PTO

#### Items that should not be kept in a personnel file:

- Any health information, such as doctor's notes
- Insurance documentation, if applicable
- Worker's compensation records
- Family Medical Leave
- Medical records, etc. are to be kept separately

#### ■ **5-5-5 Performance Review forms**

#### **I-9 Binder (binder to be kept locked at all times):**

- All Bobby Jones Links team member I-9 forms should be together in one binder in alphabetical order
- Copy of signed verification items used to complete I-9

## INSURANCE ENROLLMENT

For full-time new hires, all applicable insurance information is contained in Paycom ESS (Employee Self-Serve). Full-time non-managers can expect coverage to be effective on the 1st of the month following 60 days of successful employment; managers can expect coverage to be effective on the 1st of the month following employment. Enrollment must be completed within 30 days of the team member's effective date of coverage or enrollment will be denied by the insurance carriers.

## INSURANCE WAIVERS, LONG-TERM DISABILITY AND LIFE INSURANCE

Team members not wishing to enroll in medical coverage are required to decline coverage in Paycom ESS. In addition, the team member must still be enrolled in the 100% company paid life and long-term disability policies (even if they waive the other benefits). The team member must login to Paycom ESS and assign beneficiaries.

## WORK PERMITS

State child labor laws distinguish among minors according to age, type of occupation, day and evening work and the number of hours worked. Thus, Bobby Jones Links does not hire anyone under age 16. Prior to hiring a Bobby Jones Links team member under the age of 18, you must check your state law for these requirements. For instance, in Georgia, a minor (anyone under age 18) must provide a work permit. **Individual State Guidelines** can be found in Caddyshack.

## TERMINATION PROCEDURE

No Bobby Jones Links team member (including department heads) should be involuntarily terminated without prior discussion and approval from the VP of Operations. If team member must be terminated, the termination meeting must be done in the presence of at least two members of management, preferably the General Manager and one department head. A **Personnel Action Form for Change of Status** must be entered in Paycom within 24 hours and routed to Human Resources for approval.

In some states, team members must be given a separation notice signed by the General Manager upon termination. If unable to provide upon termination, then the notice must be mailed to the team member's home address. The **Separation Notices** are located in Caddyshack.

- In Georgia, team members must be given a Georgia Separation Notice signed by the General Manager upon termination. If unable to provide upon termination, then notice must be mailed to the team member's home address.
- For all Bobby Jones Links team members, complete, sign, and file a **Change of Status form**, and forward it to Vice-President of Operations.
- Upon approval of the PAF, Human Resources will generate a COBRA event for all full-time team members enrolled in medical, dental, or vision benefits.
- All full-time team members should receive the **Standard Notice of Life Conversion Form**. The form is located in Caddyshack.
- Update your club's website "Contact Us" list.

## WAGE AND HOUR GUIDELINES

Every Manager and Department Head must possess a working knowledge of the wage and hour laws and ensure their club is in compliance. These guidelines can be found in Caddyshack. Two highlights of the laws:

- Team members must get paid for all time worked.
- All team members must make at least minimum wage.



## WORKERS' COMPENSATION REPORTS AND CLAIMS

If a Bobby Jones Links team member is injured while performing his or her work duties, the team member may be entitled to workers' compensation insurance for medical bills and loss of pay. If a department head becomes aware of an injury to a Bobby Jones Links team member, he or she is required to document this injury immediately using the **Incident Report and First Report of Injury forms**. The steps in the claim process are as follows:

- If the team member does not seek medical treatment, an **Incident Report, First Report of Injury and/or Refusal of Treatment Forms** must be completed and emailed to the V.P. of Operations, Human Resources, and the workers' compensation carrier. A copy of all forms is filed in the team member's medical file.
- If the team member seeks medical treatment, a **First Report of Injury Form** must be completed and sent to our workers' compensation carrier, the V.P. of Operations and Human Resources within one hour of the injury.
- The injured team member may seek medical treatment from the workers' compensation panel of physicians or the closest medical facility. For ongoing treatment, the team member must see an approved physician from the workers' compensation panel of physicians. The panel of physicians must be posted along with **Workers' Compensation Posters** within the worksite.
- Upon medical treatment, a drug and alcohol test must be performed. A supervisor should accompany the team member to the medical facility to ensure drug and alcohol testing is performed. The supervisor is also responsible for providing the medical facility with the workers' compensation carrier information and policy number (i.e., First Report of Injury).
- If the supervisor is unable to accompany the team member, the supervisor should contact the medical facility to inform them the team member is in route, request drug and alcohol testing, and provide billing information.
- After seeking medical treatment, a team member must obtain a doctor's signed release before returning to work.
- Until the team member is injury-free and/or the workers' compensation claim is closed, there must be ongoing communication between the General Manager, the team member, and the adjuster to determine injury status, additional doctor appointments, work limitations, etc.
- All documentation of the incident/injury must be filed in the team member's medical file.
- The detailed process and the required forms are located in Caddyshack.



## REQUIRED POSTERS

Federal and State regulations require that every place of business has certain laws posted. This allows team members to be aware of their rights. We are required by law to place these posters in a conspicuous place.

The required posters vary by state, but generally include:

- **Workers' Compensation Notice with Doctor/Hospital Contacts**
- **Workers' Compensation Bill of Rights**
- **Unemployment Insurance**

The required Federal posters are as follows:

- **Employee Rights under the Fair Labor Standards Act**
- **Occupational Safety & Health Act**
- **E-Verify**
- **Employee Polygraph Protection Act**
- **Equal Employment Opportunity is the Law**
- **Family and Medical Leave Act of 1993**
- **The Uniformed Services Employment and Reemployment Act**

If you are unsure of these policies, please contact your General Manager, the VP of Operations or the VP of Human Resources.

### ALCOHOL MANUAL AND TRAINING

All team members who serve alcohol must be trained using the [Bobby Jones Links Serving Alcohol Manual](#).

No team member may serve alcohol without *first* reading and being tested on the policies in this manual. It is the responsibility of the Food and Beverage Manager at each club to ensure this is done and updated yearly. A signed copy of the Serving Alcohol Manual Acknowledgement must be put in each team member's file.

### BEVERAGE CART MANUAL AND TRAINING

All beverage cart attendants will read and be trained on the [Bobby Jones Links Beverage Cart Attendant Manual](#) before beginning work at your club.

### SERVER AND HOST MANUAL AND TRAINING

All servers and hosts will read and be trained on the [Bobby Jones Links Server and Host Manual](#) before beginning work.

### ALL ABOUT WINE MANUAL AND TRAINING

The [All About Wine Manual](#) is available in Caddyshack. You are highly encouraged to provide it to your servers serving wine at your club.

### LABOR COSTS

Labor costs will be managed by using the [Labor Scheduler](#). Do a daily or weekly accounting of the staff needed and their contribution to the revenue. This includes filling out a labor scheduler weekly to determine the hours needed by personnel and matching actual payroll hours to the scheduled hours for the same period. Don't be surprised if you see "payroll creep." The schedule will accommodate management's needs, not the staff's.

### COST OF SALES

All costs will be managed by using the [Bobby Jones Links Food and Beverage Sale and Expense Tracker](#). In this regard, you are required to:

- Take inventory using the [Food and Beverage Inventory Worksheet](#) once per month if costs are in line. If the COS (cost of sales) varies from the budgeted range for more than one month, inventory will be taken weekly until the problem is resolved and costs are back in line. The General Manager should periodically oversee the counting of inventory to ensure accuracy.

- Utilize an inventory order system. Each week, items on the shelf should be counted and compared to par stock. The order amount should be determined by the difference between what is on the shelf with the par stock plus any additional quantities needed for special events.
- Rotate the products. Operate on a first-in, first-out basis. When new items come in, store them in the back so older items are used first.
- Check and correct invoices. When an order is received and the pricing is wrong, or an item is missing, immediately correct the invoice to the new total. Do not wait for a credit memo – it may never arrive. Pay from invoices, not statements. All orders should be physically checked before the supplier leaves to ensure all items are accounted for and so unordered items and not charged to you.
- Weigh meat and fish upon receipt. Ensure what was ordered is paid, delivered, and invoiced.
- Check out all beverage carts before use. Hold the sales staff accountable for its inventory and performance each time of use. Use the **Beverage Cart Inventory Form** on the website.

## PHYSICAL INVENTORY

On the last day of the month and after the close of business, a physical inventory will be done for all resale items. By the 3rd day of the new month, the detailed count sheets and the final detailed inventory listing with a total cost amount on an Excel worksheet will be sent to accounting. The inventories should be subtotaled by category (food, non-alcoholic beverages, beer, liquor, and wine).

## BANQUET SALES AND EVENT ORDER PROCESS

### WHEN THE FIRST CONTACT IS RECEIVED

- The call or email must be returned within 24 hours.
- The following information is to be documented by the Food and Beverage Manager or the Event Manager:
  - Name of group or family
  - Contact information to include a telephone number and email address
  - Mailing address
  - How did you hear about us?
  - Desired date of event
  - Total number of attendees
  - Food and beverage needs
    - Buffet or plated dinner?
    - Open Bar or Bar Package?
    - Etc.
  - Entertainment needs
    - Band
    - Dance Floor
    - Etc.
  - Various event details
    - Linen
    - Chair style
    - Etc.
  - Set a date for a tour of your club.
  - Ask the prospective client if they want a copy of the banquet menus emailed or mailed to them.





### **DURING THE TOUR OF THE CLUB**

- Make sure the facility is clean and presented as it would be on the day of the event.
- Make sure staff is presented with a name tag and in uniform.
- Linen is on the tables.
- Music is playing overhead.
- The lights are on.
- The floors are clean.
- Have at least one table set as it would be set for the event.
- Greet the prospective clients at the main entrance.
- Show the prospective client the room to be used.
- Describe the flow of the event (bridal room, food setup, restrooms, etc.)

### **DISCUSS THE VENT DETAILS AND PRICING**

- Discuss with a prospective client the menu and pricing.
- Discuss the bar packages and pricing.
- Explain to the prospective client all taxes and gratuities.
- Discuss the pricing based on a guaranteed number of attendees.

### **ON THE DAY OF THE TASTING**

- Make sure the facility is clean and presented like day of the event.
- Make sure staff is presented with a nametag and in uniform.
- Linen on tables.
- Music playing overhead.
- The lights are on.
- The floors are clean.
- Have at least one table set as a dinner table would be set for the event. Use this table for the tasting.
- Greet prospective clients at the main entrance.
- Make sure that chef introduces themselves to the prospective client.
- Make sure that all plates are served impeccably.
- Make sure a professional staff member does all plate clearing.
- Make sure a professional staff member serves water and drinks.

### **TAKING THE EVENT TO CONTRACT**

- Finalize with the prospective client the menu and its pricing.
- Finalize with prospective client bar packages and their pricing.
- Finalize with the prospective client all taxes and gratuities.
- Finalize all pricing based on a guaranteed number of attendees.
- Use the Bobby Jones Links contract to list all event details. This contract may be emailed or mailed to a prospective client within 24 hours of the tasting.
- Event deposit to be received and allocated to the event in POS System.





## PREPARE THE BANQUET EVENT ORDER

The Food and Beverage Manager or Event Manager prepares a BEO to include: The BEO is given to:

- Food and bar choices made
  - Room set up (tables, chairs, centerpieces, etc.)
  - Food and bar placements (details about hand-passed hors d'oeuvres, etc.)
  - Linen
  - The flow of the event
  - Staffing requirements
  - Special requests
- The Food and Beverage Manager or Event Manager
  - Executive Chef
  - Banquet Captain
  - Key staff to include General Manager and lead servers

## CONTRACT FOLLOW-UP AT 30 DAYS

The Food and Beverage Manager or Event Manager contacts the client 30 days before the event for any changes.

## CONTRACT FOLLOW-UP AT 14 DAYS

The Food and Beverage Manager or Event Manager contacts the client 14 days before the event for final changes and to receive the guaranteed number of attendees for the event.

- This number given will be the least amount of attendees charged.

## BEO FOLLOW UP

The Food and Beverage Manager or Event Manager updates the team on the final BEO based on the 14-day window discussed with the client.

- Food and Beverage Manager or Event Manager
- Executive Chef
- Banquet Captain
- Key Staff to include General Manager and lead servers

## CHARGES

- All charges are applied to events in the POS system.
- Food charges are based on a guaranteed number or overage.
- Bar charges are based on a guaranteed number or overage.
- Additional charges (linen, cake cutting, room rental, bartender fee, etc.).

## PAYMENT

- All payments are due within 30 days of the event.
- All late payments are susceptible to late payment charges.
- Apply payment to the event in the POS system

## FOLLOW UP

- Contact the clients within a week for feedback about the event.
- If a one-time event, thank them and send them a thank you note.
- If it is a continuous event, thank them and receive feedback.





## BANQUET ORDERS AND SALES TOOLS

Caddyshack has these tools for you to use for banquets:

- **Banquet Event Order Form**
- **Banquet Event Profit Worksheet**
- **Banquet Calendar and Pace Report**

## BEVERAGE CART POLICES

All beverage carts will have an inventory done using the **Beverage Cart Inventory Form** before going out, during restocking, and after they come in. No exceptions.

Anytime a beverage cart is checked in or out with products, it must be done by a manager or shift supervisor. This includes any refills during the day. Under no circumstances is the person operating the beverage cart for a particular shift able to check themselves in or out. There are also no discounts allowed when selling products from the beverage cart.

## DAILY SPECIALS

You should offer daily specials and present them to the customers verbally, on special menu boards, and in menu insertions.

## HEALTH SCORE

Bobby Jones Links kitchens are expected to score 95, or A and higher on all official government inspections. Any score less than this is reported to your V.P. of Operations immediately. Your General Manager or V.P. of Operations will help you with this critical issue.

## MENU DESIGN GUIDELINES AND TIPS

- The primary goal is to increase sales of your most profitable items.
- Contact Marketing at the Club Support Center when menu changes are needed to confirm you are working with an approved design for your property.
- New menu designs need to originate from the Marketing department at the Club Support Center.
- The menu should reflect the personality of your club and restaurant, as well as stick to the approved brand standards and guidelines.
- Use full color menus and test print for quality before using.
- Change at least twice per year.
- Layout: patrons tend to go to the top right half of the right panel first on a two-panel menu. People tend to scan this type of menu in a reverse Z pattern. Use bolder weight typeface and colors to highlight the high profit items. Devote space to signature and unfamiliar items to entice customers. Do not arrange menu items by price – randomly insert them.
- People tend to remember the top two items on a list and the bottom item.
- TIP: Have one or two high-priced items on your menu. Psychological studies have shown this makes all the other menu items appear cheaper to the customer than they are. Thus, more sales.



## PORTION CONTROL

You are required to have an up-to-date, accurate recipe manual incorporated into the daily routine. Each plate or item must be broken down into separate components and analyzed as part of the overall menu mix. Unless you have an extremely disciplined kitchen, it's best to purchase items pre-portioned. For help with this, download the **Core Card** menu item pricing worksheet from Caddyshack.

## SPOTLESS, ABSOLUTELY SPOTLESS

You are required to keep your kitchen, snack bars, bar, and dining rooms in an absolutely spotless condition. Anything less than a 95 or A on the health inspection is unacceptable.

## STORAGE RULES

The following temperatures, humidity, and ventilation must be followed to prolong the life of food and drink products.

- The freezer storage temperature should be 0° F.
- Refrigerated areas should be no warmer than 39°F.
- Dry storage should be 50°-70°F.
- The danger zone for perishable goods is from 40°-140°F.

After receipt, food and beverage products must be moved as quickly as possible into their designated storage areas. Club personnel – not delivery people – should put products away. Storage areas must be secured and locked, particularly those containing alcohol products. Ideally, remote areas are to be kept locked at all times, with the Manager and Assistant Managers being the only ones with keys. All storage areas should be kept neat and organized at all times and should have nameplates to indicate where a product should be stored.

FIFO, a common acronym in the hospitality business, means *first-in-first-out* inventory rotation. The product that has been on the shelf the longest is the first to be used. This means that products received recently must be placed behind the products that are already on your shelves.

“ONE OF OUR KEY LEADERSHIP  
PHILOSOPHIES IS TO  
*hire great people.*”

## CART ATTENDANT MANUAL

All cart attendants will read and be trained on the [Bobby Jones Links Golf Cart Attendant Manual](#) before beginning work.

## MARSHAL MANUAL

All marshals will read and be tested on the [Bobby Jones Links Marshal Manual](#) before beginning work.

## CART RENTALS POLICIES

- Players renting a cart must have a valid driver's license.
- Company team members age 17 and under are not permitted to drive a cart unless they have a valid driver's license.
- Non-players who wish to ride along must pay the appropriate cart fee.
- All cart drivers must sign the [Cart Rental Agreement](#) before playing.  
The forms will be filed and saved for one year.
- There must be one set of clubs with a bag per person on each cart. Players are not permitted to play out of one bag and must have their own clubs.

## CART ATTENDANT POLICIES

Cart attendants are to greet every customer before and after they play. To the extent that they are able, they will unload and load every golf bag that comes through their area. As a guideline, all tips are split equally among everyone working a shift.

## GOLF BALL DAMAGE POLICY

If an errant golf ball damages someone's home or car, we are not obligated to pay for the damage. The law indicates that the golfer hitting the ball, not the club, is liable. If you can't identify the golfer who hit the ball, explain to the aggravated owner our policy and that it is actually the law. However, it is good public relations to offer them a free round to help offset their anger at you or your club.

## CHARITABLE DONATIONS

We donate golf rounds to many charitable groups, tournaments, and associations. Our policy is to restrict the times these donated rounds can play to non-peak times. In general, we usually limit their use to Monday through Thursday and each round pays a cart fee or the club "industry" rate. Donations can vary from one to four rounds, at the discretion



of the General Manager or Head Professional. Charitable contributions will have 90-day expiration dates, which will be noted on the certificate or letter issued by the General Manager.

The VP of Operations must approve donation of the golf course (such as for a charity or junior golf event) for an outing or tournament. Generally speaking, we do this sparingly, and during non-peak times of play.

## **COURSE AERIFICATION NOTIFICATION**

Aerification of the greens with 3/8" inch tines or larger and if a heavy topdressing has been done, will require the pro shop to notify our guests prior to and after aerification.

## **COURSE OPENING AND CLOSING**

The General Manager has the final authority to open or close the course due to weather or maintenance conditions. However, input from the course superintendent will weigh heavily in this decision.

## **CUSTOMER BIRTHDAYS – PLAY FOR FREE**

Customers at Bobby Jones Links courses open for public play may play free on their birthday. The rules are:

- They must show a driver's license as proof.
- The free round of golf is valid only on their birthday. Not before or after.

## **FIRST TEE TIME**

Generally, at our daily fee courses, the first tee time is as early as possible. The earlier it is, particularly in the prime golf seasons, the more revenue for the club. Information for this can be found at [www.sunrisesunset.com](http://www.sunrisesunset.com). This policy will vary from club to club. However, in season, each club is required to tee off play as early as possible, taking into account golf maintenance's capabilities.

## **GIFT CERTIFICATES AND CARDS**

If using preprinted merchandise golf certificates and gift cards, they must be securely stored, pre-numbered, and recorded by name, date, and amount of the certificate. At any time, the pro shop must know the number and value of outstanding certificates. All certificates will be given a calendar year's end expiration date except during the months of November and December. During those months, it should expire in 90 days.

**"BOBBY JONES**  
*Lesson*  
*No. 5,*  
**I NEVER LEARNED**  
**ANYTHING FROM**  
**A MATCH I WON."**





## GOLF CART MAINTENANCE

- A maintenance record of each golf cart will be maintained. A Golf Cart Maintenance Record form is available in Caddyshack.
- On the wall of each cart room will be placed a chalkboard (or form) for the staff to note problem carts, and work needing to be done.
- Carts will be cleaned daily.
- Cart batteries will be maintained per the maintenance manual. This is one area that can get away from you in a second, so it takes constant vigilance to make sure the batteries are serviced regularly and the service dates recorded.
- There must be a cart rotation plan in place.

## GOLF OUTING POLICIES AND PROCEDURES

A golf outing is any booking of 16 or more golfers, booked in advance of the tee time window, that will result in overall revenues being greater for that day than if we hosted regular play.

### BOOKING AN OUTING

- Each golf outing will have a completed and signed contract. **A Golf Outing Contract** is available in Caddyshack.
- 30 days prior to the event, the Head Professional will contact the outing group, checking player counts, confirming dates, rates, and outing promises.
- Payment for golf outings is due the day of the event.
- Donations of food, beverages, and alcohol products by vendors to benefit golf outings may be made but, the customer must pay either a corkage fee or the lost profit in the form of high green fees for the sale of these items.
- 10 days prior to the event, player counts and menus must be verified. The client will then be responsible for the number of participants confirmed at this time.

### THE DAY OF THE OUTING

Use the **Tournament Set-Up and Golf Outing Checklist** available in Caddyshack to assist you.

- The golf carts will be perfectly clean and line up professionally, with tees, towels, and club promotional materials in the cart. A rules sheet, if applicable, will be placed on the steering wheel of the cart.

- The outing valet responsible for directing the customers and managing the attendant's loading of the golf bags, will greet all guests at the bag drop.
- All team members will be in the daily uniform, with nametags.
- A registration table with a skirted cover will be set up for the client before their arrival.  
A portion of the table not used by the client will have your club's promotional materials on it.
- Scorecards will be customized with the club's logo. Players' names, if available, will be printed on the scorecards.
- Cart signage will be customized with the client or the club's logo.
- Proximity markers will be customized with the client or the club's logo.
- If range balls are included in the fee, they will be pyramided or presented neatly. Bag stands and markers will be perfectly straight and orderly.
- The club's marshals will be stationed at key holes to expedite play and assist players in spotting their golf balls.
- All outings will have a professional appearing scoreboard prepared by the club staff, whether on paper or using the portable erasable marking systems.
- Before starting, announcements will be made using a megaphone or public address system.

### POST OUTING

- The final bill will be reconciled and presented to the client before they leave. Payment is required the day of the event.
- The Head Professional will send a formal thank you letter to the client within seven days of the event.
- A file will be created for the client and kept at the club for future use and reference.

## DISABLED PLAYERS

Customers or members indicating a physical limitation or injury may drive on the fairways with the permission of the golf staff. They will be given a flag designating a cart with this particular privilege. We are not obligated to provide flagged carts if current conditions will result in damage to the course. A disabled flag will be attached to each cart allowed to drive on the fairway.

## HIGH SCHOOL AND JUNIOR GOLF PLAY

High school and junior golf access and events are at the discretion of the General Manager. We allow high school and junior golf complimentary uses of our facilities, as long as such use is restricted to non-peak times and does not significantly impact revenue or the enjoyment of our customers and members. Generally, the schools closest to your club get preferential treatment.

## HOLES-IN-ONE

Our policy for customers or members making a hole-in-one is to give them a logo club flag noting the date, time, and day of the hole-in-one and the signatures of the witnesses. Also, post this news on the club's social media sites.







## HOLIDAY GREEN AND GUEST FEES

On the following holidays, we generally charge the highest green and guest fee, usually the weekend rate:

- |                       |                              |
|-----------------------|------------------------------|
| ■ New Year's Day      | ■ Fourth of July             |
| ■ New Year's Eve      | ■ Thanksgiving Day           |
| ■ Christmas Eve       | ■ Day after Thanksgiving Day |
| ■ Day After Christmas | ■ Good Friday                |
| ■ Memorial Day        | ■ President's Day            |
| ■ Labor Day           | ■ Columbus Day               |

## INDUSTRY RATE PLAY

At our daily fee clubs, local members of the PGA, GCSAA, and CMAA, firemen, policemen, active military, and clergy, who are not Bobby Jones Links team members, may play at the "Industry Rate" (\$25 or more) on a space-available basis, generally Monday-Thursday. Their guests pay the prevailing retail rates. There will be occasions where the General Manager is allowed to use discretion based on their local market.

## MEMBER CLUB STORAGE

The bag room will be locked, and access limited to authorized personnel. If a member's club is stolen, we are obligated to replace it at the club's expense.

## MESSAGE HOLDERS

The golf cart message holder will always have a current message in it. If your carts have two, the one facing away from the cart will be promotional (upcoming event), and the side facing the passengers will generally contain the course's pin location chart. Whether produced by Marketing or on property, the cart signage is expected to be on brand and have a professional presentation.

## PROXIMITY MARKERS

Whenever we use proximity markers – closest to the pin, long drive, etc. – we customize them. For groups, we put their logo, the date, and the event's name at the top of the marker. For club events, we put the club's logo and the tournament's name at the top. Generally, these are then paper cut to fit into the standard holder/marker.

## RANGE BALLS

Bobby Jones Links' best practice is to change the range balls out completely every 6-9 months. Adding balls periodically to the inventory results in a bucket of good and bad balls. This should be done when supplies are short or in special situations.



## RANGE STANDARDS

- The driving range tee areas will be free of debris, divots, tees, trash, etc.
- Range dividers will be used and will be 10 feet apart. They must be in a perfectly straight line.
- Range dividers should be moved daily – usually at least three feet – so that the customer always has some good turf to hit from.
- Range balls will always be in great to good condition, never fair or poor. Cracked or other logo balls are never to be in the mix.
- We *prefer*, but don't require, that all new balls are put out at the same time – usually every six to nine months – so that a customer never gets some new balls, some old balls, and a few in between. That is, the balls should all be consistent in brand, wear and color.
- If you have mats, they are to be in good condition, have a good hitting spot, are aligned straight, and supplied with good quality range tees.
- White or yellow thicker flagpoles are preferred, as they are the most highly visible.
- The picker should be parked out of sight and at the far end of the range.
- Distances to the flagpoles and targets should be professionally post on the range in a professional manner and measured daily from the position of the hitting stations.

## RAIN CHECKS

Rain check credits will be issued based on the number of holes played. For instance, if a customer has played 6 holes, then they will be issued a credit for 12/18ths or 66% of the fee they paid. A credit slip for future play through the point of sale system will be issued. Cash refunds are discouraged, but may be done for out-of-town guests or insistent customers. Each rain check will have a 60-day expiration date.

## SCORECARDS

In general, the scorecards of our courses are simple, small, and clean. We avoid cluttering them up with unread rules and notices. The front side should contain the club logo and name of the course – that's all. The backside should have the phone number, address, slope rating, course rating, and the Bobby Jones Links Logo – that's all. No advertisements, team member's names, excessive rules, etc. Please contact Marketing to confirm the approved design for your property as well as recommended vendor. Exceptions can be made and approved by your VP of Operations.

## SLOW PLAY

The following are suggested policies and procedures combat slow play. No single silver bullet will end this bane to golfers and golf course profitability. However, the items below can be quite effective when done together.

- 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.
- Hole locations will be placed on the easiest reachable and puttable spots on weekends and holidays.
- The course will always be well marked - drop areas, hazards, OB, etc.
- Rough height will be kept as short as possible while 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 allow golfers to play through and not make them wait.
- Rakes kept outside the bunkers to speed maintenance work and waiting by golfers.
- We suggest that all irrigation heads be tagged, tees have yardage plates, and cart paths have metal or brass markers at 100, 150, and 200 yards.
- First tee signage recommending what tees to play based on the player's handicap or average score.
- The starter will do a thorough first-tee explanation of the course and the importance of playing ready golf.
- Starters will not allow golfers to tee off before the 8 or 10 minutes have elapsed, even if the fairway is clear.
- A ranger pace checkpoint between three green and five green will be established. This catches slow players early in the round before they back up the course.
- Rangers on patrol will be notified of slow groups by radio by the checkpoint ranger.
- Rangers will give slow players a slow play warning, instructing them on what will happen if they don't play faster.
- Squeeze times will not be allowed unless a rare exception is made by pro shop. Golfers late for their tee time will not be allowed to play unless there is an open spot on the tee sheet.
- A sign on the 8th or 9th tee with the menu and phone number to the club grill, speeding the time they stop for refreshments by having their order ready.

## STOLEN GOLF CLUBS

If a daily fee customer has their golf clubs stolen while they are away from their clubs, we are not responsible for replacing them or reimbursing the customer. However, we can assist them in purchasing a new set or selling them one at cost if that is what is called for. In the case of our private club members or for anyone who pays for club storage, we will replace clubs or equipment stolen from the bag storage room while under our care.

## TEE TIME INTERVALS

Our clubs generally utilize 8 to 10 minute tee time intervals. The method you use depends on the design and difficulty of your golf course and on the demand for tee times. Obviously, we utilize the system that maximizes play without creating a major slow play problem at the club.

## TEE TIME METHODS AND MAXIMIZATION

**Every tee time that is sold adds to the profitability of your club. Conversely, manage your tee sheet poorly, and your club loses money. It's simple math. The online and electronic tee sheets used today can make your club more profitable and maximize play. However, they still require constant management by the pro shop staff to ensure some or all of the strategies below are utilized and designed into the system.**



## REVENUE MAXIMIZING TEE TIME METHODS

### Double Tee Starts

In shoulder seasons and winter months, double tee starts are utilized to allow more people to play 18 holes at a premium rate before sunset. In the summer, double tees often enable more people to play 18 holes before the heat becomes too excessive.

- Focus on the highest demand times and book around those times.. For example, suppose you have significant demand for early mornings on weekends. In this case, your tournament sales director may be able to sell an afternoon shotgun, and you will be maximizing revenue for both the morning double tee and the afternoon shotgun.
- Clear communication with guests is essential. Make sure you explain the strategy of a double tee and what tee they will be starting on, either #1 or #10. Club team members making tee times and developing electronic tee sheets need a complete understanding of a double tee and the staggered timing it requires.
- Another double tee may follow a morning double tee start. For example, a double tee running from 7:00 am to 9:15 am would be followed by one from 11:30 am to 1:45 pm. The strategy of the second double tee would be to maximize the number of players paying a premium rate before the twilight rate in the mid-afternoon becomes available. In this example, the mid-afternoon rate would not be available until 4:00 pm, after the second double tee had ended.



### Shotgun Starts

Shotgun starts are highly effective in maximizing play. They can be used for daily fee play or a tournament or event. The keys to shotgun starts are:

- They should be scheduled first thing in the morning or first thing in the afternoon. A mid-morning or mid-afternoon shotgun start will often leave you unable to book tee times before or after the shotgun.
- You should have at least 100 players, and ideally, 120 or more in each shotgun start to maximize revenue.

### Reverse Shotgun Starts

A reverse shotgun start is a strategy whereby fewer than 100 players can start play at the same time while you also simultaneously tee off regular tee times. Generally held first thing in the morning, a reverse shotgun puts golfers on the course starting on hole 18 and working backward.

For example, 36 players could start at the same time, at 8 am, on holes 4-12. Meanwhile, golfers could be teeing off the first tee until the group that started on number 12 reaches the first tee, at which point it would be closed as the shotgun group comes through.

### Early Bird Tee Times

Sell nine-hole rounds off the back nine for the first hour of daylight. The green fee is reduced because greens may or may not be mown based on staff and budget, but you've created incremental revenue.

## DAILY FEE BOOKING STRATEGIES

We can't emphasize the importance of booking every reservation with extreme care and designing your online tee sheets correctly. When executed properly, these simple reservation techniques can incredibly impact utilization. The key to these strategies is constantly observing and managing your tee sheet.

### Pairing Smart

Whether the customer calls you or books online, review the reservation sheet for pairing opportunities. This ensures that twosomes are paired together and prevents multiple tee times from being used by only two or three players.

You will often have golfers request to be paired with nobody else. Explain to them courteously that this is not possible or steer them to non-peak times of the day when doing so will not result in a loss of revenue.

### Booking Outside Prime Time

Every course has "prime times," or the times of day when demand and green fees are the highest. The object is to book times *outside* these periods first by blocking the prime times until these periods are filled. Sometimes posting a discounted time available that is not time-sensitive will be enough to entice a golfer to play outside the peak zone. It is critical, however, to never lose a potential tee time because a guest cannot play at a time outside the zone.

## REDUCING NO-SHOWS AND SHORT-SHOWS

The "gap" is the difference between how many people booked a tee time and how many actually showed up. We can minimize this difference by implementing systems to remind guests and hold them accountable for their reservations. The following are the programs you can use that encourages the guest to show up, cancel, or adjust the number of players before the day of play.

### Credit Card Guarantee

Like other industries with perishable inventories, such as hotels and airlines, we need to hold our customers accountable to either show up or call and cancel. It's important to remember that the purpose behind taking a credit card is education and accountability. If they are not going to play, we want to know well in advance.

Require credit card reservations from every guest booking a tee time during an established window. Establish a cancellation policy and charging policy for no-shows. In limited cases at resort courses, guests may be required to prepay their green fees using their credit card.



- Determine the window of days and times you will require a credit card to make a reservation.
- Set the fee to be charged for no-shows and short-shows.
- Determine how far in advance the guest needs to call to avoid being charged (the cancellation window). The typical cancellation window is 24 hours.
- Set up a "no-show" and "short-show" in the POS system.
- When receiving a disputed credit card charge from a guest or credit card company, be proactive and call the guest directly. Use this as an opportunity to educate and perform service recovery.
- With groups of eight golfers or more, call 48 hours before they play to ensure all of them are playing.





## Optimum Booking

This should only be used if you *can't* take credit cards to guarantee times.

With few exceptions, every course has high-demand periods that receive more requests than space available. Having learned the power of diligently monitoring our gap %, you can predict how many people will no-show or short-show during peak periods. The purpose of optimum or overbooking is to book guests and have them waiting to fill these empty spaces. While “standing by” does not appeal to many golfers, we generally only need a few each hour to make this strategy successful.

### FILLING EMPTY TIMES DUE TO NO-SHOWS AND SHORT-SHOWS

If you successfully implement the strategies above, your course will see a reduction in gap % and an increase in cancellations or changes to player counts. This results from guests becoming educated and complying with the reservation policy. Programs to fill these empty slots are needed at every course, especially during high-demand times. Here are several to choose from:

## Waitlist Call Back

When implemented correctly, this is an extremely powerful guest service strategy and a revenue generator. By capturing excess demand during peak periods and contacting them if anyone cancels, you are proactively filling your tee sheet while at the same time substantially exceeding the expectations of your guests.

Where we have excess demand, we should try to capture contact information from those guests we can't book and call or email them back, *whether we have cancellations or not*. We can fill prime tee times on short notice if we have openings. If we do not have any openings, we can offer an off-peak special, a stand-by slot, or attempt to book the guest for a different day or time.

It would help if you always tried to capture the number of players they have and the day and time they prefer to play. The most effective strategy is to have team members call those on the wait list immediately after receiving a cancellation. This allows us to book those guests before they make other plans.

- Establish where wait list names will be recorded and what information needs to be captured.
- Identify alternates to offer guests on the wait list that we cannot accommodate on their preferred day and time.
- Determine who will be held accountable for making calls to guests still on the wait list 24 hours before the day of play.
- Decide on a simple tracking mechanism to identify guests we successfully accommodate from the waitlist

## Singles Program

Singles, historically one of the most mistreated guests in golf, may also prove to be one of the most valuable. Singles are critical to filling threesomes and short shows, yet there are never enough of them when you need them. Simply stated, the more single golfers you attract to your course, the higher your utilization will be. Surprisingly, most golf courses ignore the single golfer's starting time request and treat them as unwanted “friendless” golfers.

This program gives single golfers the chance to book special stand-by tee times. This same concept can be applied to twosomes. These guests receive a free warm-up bucket of balls or fountain beverages while waiting. Give them a free, off-peak round of golf if we can't get them out within one hour.

- Determine the days and times you are experiencing high demand and continue to fall short of 100% utilization due to no-shows and short-shows based on historical trends.
- There should be a predetermined place where single players are put on the tee sheet – you may want to set a squeeze time and “block” it. Insert names in the block as they call in.
- Inform the guest that we will get them out within an hour of the intended tee time. While waiting, they are entitled to a free soda and free range token.
- If we cannot get them with a group in one hour, they receive a free round to return later. This will not hurt since we were at 100% utilization during their wait.

### Holding Back Short Groups

Short shows represent a sensitive customer service issue because any fee charged or other penalty is incurred by the guests that showed instead of the ones that did not. That is why charging short shows doesn't work in our industry. However, to maximize revenue and improve the pace of the play experience for our guests, we need to send out full groups whenever possible.

In the case of short shows, the best practice we have found is to ask the group in question to wait for one to two tee times to pair them with additional players. If they do not wish to wait, explain the pace of play issue. You may have some groups that want to go out so side on the side of service and return visits.

### Replay Strategy

Remember, an open tee is the most expensive thing in running a golf course. The last proactive opportunity to drive additional rounds on the day of play is asking guests if they would like to keep playing after 18 holes. This is a very dynamic strategy and may change every day based on your actual demand.

“BOBBY JONES *Lesson No. 2,*  
NO PUTT, OR DETAIL,  
IS TOO SMALL TO BE DESPISED.”



## CARTS OFF PATH POLICY

Superintendents will make every effort to have a liberal “carts off path” policy on any given day, realizing the financial impact to the club is significant when they are not.

## COURSE AERIFICATION NOTIFICATION

Aerification of the greens with 3/8 inch tines or larger and if a heavy topdressing has been done will require the golf shop to notify our members and guests at least 7 days prior to the aerification.

## DAILY WORK RECORD

A daily work record is a book or log of all activities performed by the maintenance department. It must include daily high and low temperatures, rainfall amounts, fertilizer and chemical applications, incidents, and any activities on the property about independent contractors.

## REQUIRED EQUIPMENT MAINTENANCE RECORDS

### INVENTORY LOG

- Will include all equipment within the maintenance department
- Will include a serial number
- Will include the year leased or purchased
- Will include the purchase price

### MAINTENANCE LOG

- It will be a computer-based log
- It will include dates of all preventative services performed per the manufacturer’s specifications
- It will include dates and descriptions of all services performed on all pieces of equipment

## FUEL PUMPS

Fuel pumps will be locked and secured, and only authorized staff will have access to them. Each fueling station must have adequate containment per local and state codes to prevent environmental problems. A **Fuel Consumption Log** will be kept on file for each type of fuel utilized at the facility.





## GREENS CONDITIONS

When it comes to the condition of our greens, all egos are parked at the door, and the best solution is sought. There should be no reluctance or hesitation on your part to seek help. If and when there is a major problem with your greens, all of Bobby Jones Links' resources will be used to solve it. This could be asking your V.P. of Operations to ask other superintendents to immediately visit and provide you with an opinion.

## GREENS COVERING FOR THE WINTER

On our courses with warm season grasses and when covering the greens when the temperatures drop into the danger zone, it is very important that the superintendent and golf staff communicate about coverings. This will require tee sheet management and coordination as a result of this communication.

## INCIDENT AND OSHA REPORTS

All incidents, such as accidents, thefts, emergencies, etc., will be recorded on an **Incident Report** and filed in the incident report binder or file at each club. If the incident involves injury to a team member, then the accident will be noted in detail for completing the yearly OSHA form. It's mandatory that your club completes **OSHA Form 300** annually. Additionally, a completed **OSHA Form 301** must be completed and posted in a common area where notices to employees are usually posted, based on U.S. Department of Labor guidelines. This form must be posted from February 1 to April 30 following the year covered by the form.

## PESTICIDE STORAGE

All chemicals and fertilizers will be stored per local government codes. Typically, this requires all materials to be stored in a secure, locked area. Access to these areas will be highly restricted and monitored frequently.

## PEST CONTROL LICENSING

The golf course Superintendent is required to obtain a commercial applicator's license in category 24 Ornamentals and turf pest control from the state regulatory agency.



## REQUIRED CHEMICAL USE RECORD KEEPING

All licensed applicators must keep records for two years of all applications made on the property. Each record must include the following using the **Chemical Usage Log** available in Caddyshack.

- Date and time of application
- Name of supervisor
- Location of the application site
- Plant type applied to
- Size of the area treated
- Target pest for which applied
- Pesticide used
- Application rate
- Type of equipment used
- Calibration of the equipment
- Name of the applicator
- Special circumstances



## PESTICIDE APPLICATION NOTICE

A permanent pesticide or chemical notification sign must be posted in a conspicuous place in the golf shop or on the first tee. The sign shall be at least 8" inches by 10" inches. Printing should be in contrasting color to the background.

## PRESENTATION AND CLEANLINESS

Even though the customer does not see the maintenance area, our clients and partners do. Keep the maintenance facility in a clean, orderly, and professional manner. Outside equipment will be parked in rows, and inventories of sand, gravel, etc., kept in neat, separate piles. Maintain the inside of the building, including the storage, restroom, break-room, and office areas in a clean, orderly, and professional manner. On the course, the ball washers, towels, tee markers, bathrooms, flags, etc., will be always clean and new.

## SAFETY TRAINING

Safety training will be conducted regularly as part of the maintenance department's regular staff meetings and daily assignment discussions. A **Safety Plan Checklist** can be found in Caddshack.

## WATER COOLERS

Water coolers on the golf course will be cleaned regularly with a safe but powerful cleanser. Please be aware that coolers are subject to high bacteria counts, particularly in the hot summer months.

## WILT WATCHING

At no time will the golf course be left unattended by the maintenance staff during the heat stress and wilt-watching time of the year. Wilt or heat damage due to neglect can result in the termination of the superintendent.



## PRO SHOP AND MERCHANDISING

We aspire to have the most professional and profitable pro shops in our business. What follows are the best practices and rules we follow in this endeavor.

### DISPLAY RULES

- All apparel will be neatly folded or hung at all times. A disheveled, unprofessional pro shop never happens at one of our clubs. A tip on [How to Fold a Shirt](#) can be found on Caddyshack.
- All merchandise on the sales floor must be priced, and in clear view of the customer. When appropriate, signage with merchandise description should be used to enhance sales.
- Merchandise and fixtures should be kept neat and clean at all times. Counter areas should be free of clutter. No notes or post-it notes on or behind the counter.
- Merchandise display fixtures provided by manufacturers are discouraged. This includes cardboard, plastic, metal, or wood fixtures.
- All signage is to be consistent with a professional look and on brand. No handwritten signs are acceptable.
- Merchandise on the sales floor should be free of plastic wrapping, except when the manufacturer requires it. This includes both hard and soft goods.
- Only clubs designated and discounted as demos are to be used as demos. Regular priced clubs are never to be used as demos.
- All hangers will be wood, not plastic, and should all be the same color.
- Displays and the look of the pro shop will be regularly changed for variety and to create interest.
- Display by size – folded shirts should be from the largest at the bottom to smallest size on top, hanging pants/shorts/skorts should be from smallest size on the left to largest on the right.
- Always introduce new merchandise to high-traffic areas on your best displays, keeping the walkway to the counter easily accessible.
- Create compelling displays by using props (lamps, trophies, etc.) as well as multiple types of merchandise (shirt with hat, shoes, etc.).
- Storefront displays – If you have display areas around the clubhouse, make sure to showcase merchandise.
- Use of color wheel – Always try to organize merchandise by color (dark to light or light to dark), thinking of the eye moving from top to bottom and left to right.
- Lighting – A well lit golf shop sells more merchandise. Use of track lighting is key to highlight mannequins and display. Carefully position them so as not to produce shadows or blind spots on other merchandise.



A neat and professionally displayed pro shop.

## MARGINS AND TURNS

Bobby Jones Links pro shops are required to make at least 30% gross profit annually. A well-managed pro shop will return 30% to 40% per year. Similarly, a well-run pro shop will experience an annual inventory turn of 3-4 times per year. The equation equals the cost of goods sold divided by the average inventory. You can find files and worksheets to help you track your merchandise and cost of sales in Caddyshack.



## RECEIVING

All merchandise must be received and tagged within 48 hours of delivery. Merchandise delivered to the pro shop must be put out of sight immediately – the boxes should never sit in the pro shop and be visible to a customer.

## MARKDOWNS

Recognize slow-moving or dead merchandise early so it may be marked down and liquidated. If you don't, you will become over-inventoried and your merchandise turn will be lowered.

## RETURNS TO VENDORS

Merchandise purchased "on wheels" must be administered and returned per our vendor agreements on a timely basis.

## TRANSFERS TO OTHER BOBBY JONES CLUBS

Periodically we help other Bobby Jones clubs by sharing inventory with them in times of need or shortages. If you do this, please notify your club account your accountant at the Club Support Center so they can adjust each club's records accordingly.

## SALE SIGNS

All pro shop sale and notice signs must be printed and displayed in black or dark blue frames, depending on the surrounding pro shop décor. Handwritten notes and signs are not allowed. Signage should be consistent with the brand standards of your club and refrain from using off brand colors like red or neon.

## PGA RETIREMENT ACCOUNT POLICY

Retirement Plus (PGA) Programs are great to take advantage of if they are in addition to merchandise credits or free merchandise that are used to net down our merchandise cost for products. The Bobby Jones Links policy on PGA retirement plus programs vs. rebates or discounts is:



- Most vendors offer either a merchandise discount or rebate or a PGA Retirement Plus Program. In this case, we must take the merchandise rebate or discount, not the retirement program.
- Other vendors will offer either free merchandise or a Retirement Plus Program. In this case, we take the free merchandise to net down our existing stock, not the retirement program.
- We can do the retirement programs only if they are in addition to (over and above) merchandise discounts or rebates. No charge merchandise that we receive instead of discounts or credits must be received as merchandise stock to net down our existing product.





## INDEPENDENT CONTRACTOR SALES

We encourage our PGA teaching professionals working as independent contractors at our clubs to help us sell pro shop merchandise. All of their sales to customers at our clubs must go through the club's pro shop and be recognized as club revenue. If your club does not have an account with the requested vendor, check with other Bobby Jones clubs to see if the order can be placed through them. It is up to each individual club to determine how much commission they will pay the instructor that originates the sale. Only if you can't purchase the item through your club or another

Bobby Jones club may an independent contractor sell merchandise to our customers. A **Golf Instructor Agreement** can be found in Caddyshack.

## HOW TO MAKE A PRO SHOP PROFITABLE

Inventory is the amount of stock (merchandise) held in a location at any given time. The goal is to convert the investment in inventory into cash. Like any other investment, the objective is to realize the greatest return on investment possible. Inventory of all merchandise should be counted by the Head Professional and staff after the close of business on the last day of every month. The General Manager should monitor this process periodically to ensure accuracy and that all merchandise is on the floor and priced correctly.

The successful manager has five decisions he or she can make on any given item in inventory:

- 1) Mark it up
- 2) Mark it down
- 3) Buy more
- 4) Buy less
- 5) Do nothing



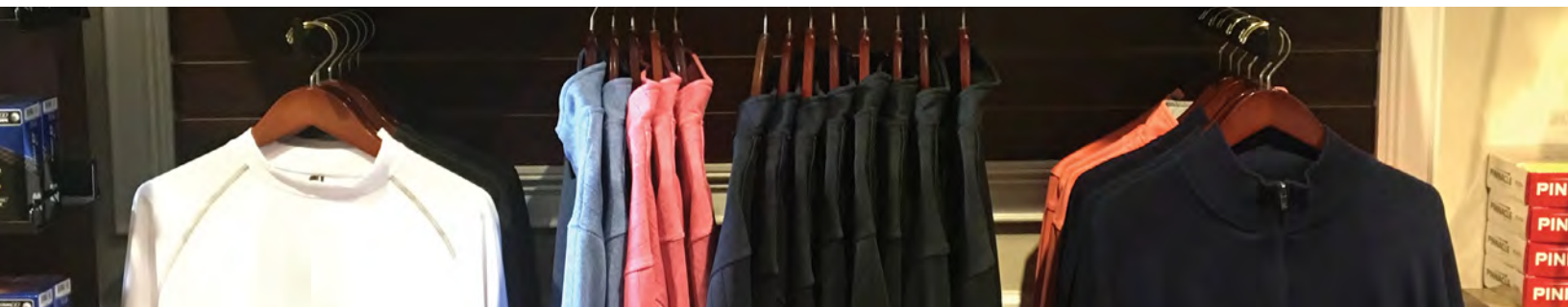
Knowing which of the five decisions to make lies in analyzing a number of Key Performance Indicators (KPI) available through simple calculations. The two most commonly used are:

TURN - Inventory Turnover Rate or the number of times a shop will fully restock an item during the year.  $TURN = \frac{\text{Cost of Goods Sold}}{\text{Average Inventory}}$

COS% - Cost of Goods Sold as a percentage of retail sales  $COS\% = \frac{\text{Cost of Goods Sold}}{\text{Retail Sales}}$

Each of these KPIs is a valued measurement. Both are taking the Cost of Goods Sold and comparing them to another known quantity (either inventory or sales.)

Recall the decisions above. Price changes will affect the COS%, while inventory changes will affect the TURN.





## THE WEEKLY ACCOUNTING PACKAGE

Once per week, all invoices, statements, petty cash checks, debit card receipts and ACH transactions will be sent electronically to Accounting. Files are to be sent regularly but not less than once per week to your designated e-mail address as provided by your AP specialist or accountant at the Club Support Center.

## ACCOUNTS RECEIVABLE COLLECTION

Accounts receivable must be monitored on a monthly basis. Any accounts over 90 days will be sent a final letter before being sent to collections. Any member accounts over 60 days will be suspended until payment is made. In Caddyshack are **30, 60, and 90-day Past Due Letters** for you to send to delinquent members. In certain instances, we will file claims against delinquent members in small claims court or turn them over to a collection agency. A report should be sent to your accountant at the end of each month detailing the collection status for all accounts over 60 days.

## BANK DEPOSITS

Bank deposits must be made regularly (except Sundays) based on the volume of your club. In some cases, daily or every two days will be required. Bank deposits must match the end of day point of sales report for cash and check totals.

## CASH CONTROLS AND PROCEDURES

The guide to proper cash controls can be found in Caddyshack under **Cash Controls and Procedures**.

## CHECK REQUESTS

If you need a check from your club accountant or the Club Support Center, use the **Check Request Form** found in Caddyshack.

## DAILY CLOSEOUT VARIANCES

You must investigate and reconcile any variances over \$20 before making the daily deposit. The daily close packets must be balanced, neat, and organized.

## EBITDA

EBITDA is a fancy financial acronym for, "Earnings Before Interest, Taxes, and Amortization." Essentially, it is the net profit your club makes and is the ultimate measure of how your club is doing financially. This is THE measure of your club's financial performance.



## EXPENSE REPORTS

In order to provide the appropriate level of accounting and business controls, it is our policy to have expense reports reviewed and approved by the appropriate supervisor.

- All expense reimbursements require that original receipts are attached and submitted to the General Manager or VP of Operations for their approval prior and then sent to Accounting for processing. Checks will be then sent to the appropriate AP email addressing provided by Accounting for processing. Payments will be processed in accordance with your club's payment guidelines..
- Receipts must include the vendor's name, location, date, and dollar amount.
- Business meal receipts should list the names of individuals present along with their company name.
- Expense reports need to be submitted no later than 30 days after incurring the expense.

Team members who do not comply with this policy may be subject to delay or withholding of reimbursement. Fraudulent expenses and altered receipts will result in disciplinary action, including termination. An **Employee Expense Report** form can be found in Caddyshack.

## INVOICE CODING

Invoices approved for payment must include department head signatures, date, and the proper chart of accounts coding. Invoices will be sent through the accounts payable process for General Manager approval. Coding invoices to an inappropriate account to make another account look better is strictly prohibited. Go to Caddyshack for the **Chart of Accounts** listing.

## GENERAL MANAGER REPORTING DEADLINES

### WEEKLY

- Dashboard Report (Monday; no later than Tuesday)
- Manager's journal (the day after your L10 meeting)

### 1ST AND 15TH OF EACH MONTH

- **Expense Tracker**
- **Outing and Banquet Pace Reports**
- **Labor Tracker**
- **Membership Tracker**

## MONTH-END

- Monthly rounds report submitted to your VP of Operations and your accountant at the Club Support Center.
- Month-end dashboard report with month explanations to your operations manager and respective Bobby Jones Links club accountant.
- Inventories are counted by the first of the month and submitted to your respective club accountant by the 3rd of the month.
- **Golf Cost of Sales Report** submitted to your respective club accountant by the 3rd of the month.
- Revenue reports submitted to your respective club accountant by the 3rd of the month.
- **Food and Beverage Cost of Sales Report** is sent to your respective club accountant by the 3rd of the month.
- All invoices are turned in within a few days of the last day of month to your respective accounts payable specialist through your applicable electronic email address.
- Member billing complete by the 1st of the month.

## MONTHLY FINANCIALS

The monthly financials and client letter are due to our clients, owners, and management, depending on your club, between the 10th and 20th day of the following month. Generally, the General Manager prepares the client letter and budget variance explanations within 48 to 72 hours of receiving the drafts.

## PAYROLL REPORT AND CHANGES

New hire pay rates, increase requests, and payroll is due to accounting no later than noon on Tuesdays of payroll week. Pay changes must be approved by the General Manager or VP of Operations depending on the increase.

## PAYCHECKS

Direct deposit is the company's preferred method for issuing payroll payments to team members. To utilize direct deposit the team member must enter one or more checking or savings account and routing/transit numbers into Paycom ESS. If a team member does not have a bank or credit union account, the company can issue the team member a Mastercard payroll debit card. Payroll cards are reloadable debit cards that are loaded with team member wages each pay date and can be used anywhere Mastercard is accepted. If a team member does not provide bank account information or enroll in the payroll debit card, a live check will be sent via Fedex to the club to the attention of the General Manager for delivery by Thursday prior to the company's scheduled pay date. The live check should not be given to the team member prior to the scheduled pay date. If a live check is cashed prior to the company's scheduled pay date, there will be an early check cashing fee of \$25. Team members can view and print paystubs from Paycom ESS.



## PHYSICAL INVENTORY

One day prior to inventory, the monthly purchase report by vendor in the POS system should be compared to the merchandise purchase log for accuracy. Any discrepancies should be adjusted prior to inventory. This will ensure that our point of sales system matches our accounting system (cost of sales).

On the last day of the month, and after the close of business, a physical inventory will be done for resale items. Any item with an inventory variance must be recounted before the adjustments can be completed. By the 3rd day of the new month, the inventory variance report, purchase report by vendor for the month, monthly sales report (detail by class), YTD (year to date) summary sales report, and the new cost of sales worksheet should be sent to your respective club accountant. The inventory should be performed by the appropriate department head and overseen by the General Manager on occasion to ensure the accuracy of the inventory.



“BOBBY JONES  
*Lesson No. 10,*  
THE OBJECT OF GOLF IS TO BEAT SOMEONE.  
MAKE SURE THAT SOMEONE IS NOT YOURSELF.”







## ADVERTISING AND MARKETING

*You are either remarkable or invisible. Pick one.* This motto speaks to just how important we believe product differentiation is to the success of a club.

### APPROVALS

All marketing contracts, must be submitted for approval to the Bobby Jones Links Marketing department before being implemented.

Emails, social media posts, and on-site flyers should be created at your club following your brand guidelines and templates after training has been completed. Bobby Jones Links' Marketing department must approve any activity outside templates or guidelines before implementation.

### BRAND STANDARDS

Every club has a brand image to build and uphold. The club's brand is what makes customers recognize your logos, pictures, advertisements, etc., and as such is an extremely valuable and important component of your club's marketing. Branding is more than your logo. It includes branded colors, color balance, logo proportions, typography, layouts, art, etc. Your club's brand standards are developed and set based on the type of property and amenities, membership (if any), target market, and any relevant demographic or geographic specifications. After your position is established, a logo and brand guide is created, and all materials must be built from these guidelines.

Deviation from the club's brand standard dilutes the established brand and can confuse customers. Advertisements, collateral, flyers, etc., that do not have the professional look and feel of the club are not as effective because the customer may not recognize the material or discount their perception of your property. The marketing department is here to support you and build brand equity.

### BOBBY JONES LINKS' MARKETING STRATEGY

Every property's marketing and sales strategy is written and customized by the Marketing department for your club. There is no cookie-cutter formula that Bobby Jones Links implements to market a club's offerings and services. There are, however, best practices that should be implemented to fit within each individual property's marketing plan.

Bobby Jones Links implements multi-channel marketing campaigns. Everybody consumes information differently and the Marketing Department will build your marketing plan to ensure the marketing messages are strategically delivered. Below is a list of a few marketing strategies the Marketing Department can assist with:



## WEBSITES

A website is your first impression, as most consumers visit a club's website before going to the club. As such, your property's General Manager and department heads are responsible for notifying the Marketing department of any needed updates to your club's website to keep your website current and correct. Nothing should be out of date or irrelevant. Regular updates include hours of operation, pricing, and dining menus. If you have a change in staff or information, please notify the marketing department immediately.

## DIRECT MAIL

Bobby Jones Links can build mailing lists based on demographics such as household income, home value, interests, geographic location, and more.

We can even target new homeowners who have recently relocated. Direct mail can be an effective element of a marketing campaign if it is strategically coordinated.

## DIGITAL DISPLAY ADS

Display ads are placed on a selected network of websites based on keywords searched that brought the consumer to that webpage. Ads will be clickable, which will take the prospect to the membership splash page. In addition to these ads being geo-targeted: websites that align with your club's target demographic will also be included in this package.

## RETARGETING ADS

Consumers who have previously visited the club's website will be served display ads on other websites they visit after leaving your property's website. A retargeting code is placed on the website, allowing our campaign to track prospects' whereabouts on the web. The ads display ads are clickable back to your club's website.

## SEARCH ENGINE MARKETING

While search engine optimization is essential for longevity, pay-per-click search engine marketing ads will enable your club to reach consumers while they are in their active buying cycle and searching online for like keywords. These text pay-per-click ads are customized and focused on your property's products and offerings.

## SOCIAL MEDIA

Bobby Jones Links' Marketing department relies on department heads to provide pre-planned information such as upcoming club events and news and to post real-time updates within Bobby Jones Links' approved social media standards. BJL Marketing will facilitate all paid social media ads consist with the approved marketing plan and budget.

It is imperative to utilize paid advertising through social media to engage with both a business' followers, and it is often the only way to engage non-followers who meet your target audience requirements.

Bobby Jones Links builds, manages, and optimizes target audiences within social media platforms to purposefully target consumers who do not currently follow our clients' social media pages, but meet target audience requirements.

## EMAIL MARKETING

Email marketing continues to grow increasingly more important as it is extremely efficient and provides a high return on investment.

Department heads are responsible for organizing and sending ongoing member and customer communications, including club updates, promotional offers, and event invitations. Additionally, sales departments are responsible for implementing ongoing sales campaigns and communicating to them via email to their prospect lists. Membership and event prospect emails with offers need to be approved and proofread by the Bobby Jones Links Marketing team at the Club Support Center.

## PRINT MARKETING

While digital marketing is far more cost-efficient and allows you to target consumers more specifically while they are in their active buying cycle, select print still has its place in a multi-channel marketing strategy. All print ads must be approved and produced by the Marketing department and typically require a minimum 14 business day design leadtime.

## BILLBOARDS

Billboards can be quite effective if located in the right location. There are several best practices when using a billboard for advertising, but the number one rule is: Use ten words or less. Anything more, and the viewer will never get your message—second rule: Avoid colors that blend in with tree lines or the sky. Any advertisement via billboard will be facilitated by the Marketing department. Any advertisement via billboard will be facilitated by the Marketing department.

## EMAIL MARKETING AND FORMATTING

Every club performing email marketing will receive an email template. This template will be the guidelines your club's emails should model. These templates are not meant to spoil your creativity but serve the vital function of protecting the club's brand image. Every item produced should follow the brand standard set for the property. Along with the guidelines, templates will be set up in your email marketing system, and you will receive training on how to work with your email system.

**Please reference the Grammar and Style Guide in Caddyshack for some excellent writing tips.**

- Always follow your guidelines and templates. You will be asked to reproduce anything that does not follow these.
- Use actual images from your club and invoice the use of stock clip art. This is to avoid legal problems or charges later.  
Clip art is not to be utilized in emails.
- Spell check your email blasts

If you are emailing the general public, please keep your messages to no more than two a week. If you are emailing members, please cap your emails at five a week and no more than once per day. Member emails should be sent at consistent days and times each week. This is to prevent your customers from feeling like they are receiving spam.







## MEMBERSHIP

### MEMBERSHIP MANUAL AND TRAINING

All team members who sell memberships must be trained using the [Bobby Jones Links Membership Manual](#).

### DUES INCREASE POLICIES

With few exceptions, we raise member dues each year, at the very least, at a percentage equal to the most recent increase in inflation for the previous year. If you don't raise them similar to inflation, your club is going backward relative to increasing costs. We announce dues increases to the members thirty days before the actual increase. Dues are best increased before the golf season begins when members are less inclined to resign due to either better weather or it is at the beginning of the golf season when enthusiasm for club membership is highest. A plan for the annual dues increase will be incorporated into the annual membership plan approved by the VP of Sales and Marketing.

### MEMBERSHIP DOCUMENTS

A detailed file for every member must be kept. It shall include:

- Signed membership agreement
- Signed membership application
- Copies of all written correspondence, including important emails
- Copies of any initiation fee checks or credit card charges
- Copies of any legal or disciplinary actions

### POLICY AND RULE ENFORCEMENT

Membership policies and rules must be enforced consistently, with few, if any, exceptions to the club's policies or rules given to all members. Once you make one exception to a member, you will find that you will eventually have to make it for all of them. This policy is not contrary to good customer service. It is designed to protect the integrity of your membership programs and the management of the club.



## MANAGER LUNCHES

One of our most effective communication tools with club members is our “Manager Lunches.” Instead of holding large town hall-type meetings, we have found that inviting members to a free lunch to express their views and discuss club issues with the general manager is much more effective. The key is limiting these lunches to 12 members at one time so that the meeting is effective and does not get out of hand.

## MEMBERSHIP TRACKER

Each club will track and record its membership sales and attrition using the **Bobby Jones Links Membership Tracker**. It should be used daily and sent to the General Manager, V.P. of Operations, and the V.P. of Sales and Marketing on the 15th and 30th of each month.





## WRITING AND GRAMMAR: A WORKING GUIDELINE

The following are based on accepted best-practices for modern publishing and typesetting. This isn't a comprehensive list but a list of common mistakes. Please consider these for all collateral used by your club for the most professional and consistent communication. As always there are exceptions to the rules and minor stylistic adjustment can be made for your specific club. A very helpful tool to fix typos and grammar errors is Grammarly. Download the free version at [www.grammarly.com](http://www.grammarly.com).

**IMPORTANT: Ask yourself with EVERY communication, is this on brand with our club?** Be critical. Review word and art choices and ask yourself, "does this reflect the club?" It might be cool, funny, interesting to you and others...but does it match the club or the club's vibe? You are the voice of the club and even small choices help build and support your club's identity and reputation.

**Remove double spaces** at the end of each sentence. This is from the era of typewriters and considered incorrect by many editors today.

**Commas at the end of a list:** It is recommended not using an additional comma at the end of a list. For example, "red, blue and green." However, if you prefer the comma, please be consistent in its use.

**Amperands.** Spell out "and" instead of using amperands in sentences, headings or titles. Use of amperands should generally be limited to proper nouns or inside tables or parentheses when space is limited.

**Never put ALL CAPS in body copy (capitals). This indicates yelling.**

**Avoid writing in first person unless in a letter form or in a quote.**

**Use quotes only when quoting someone or something or with nicknames.** Opt for single quotes, italics or bold to add emphasis to other content.

**Don't use zero minutes.**  
Delete :00. Typically, not necessary.

**Zero cents should be removed.**  
Delete .00. It's not necessary unless you are using in charts or tables.

**No multiple exclamation points.**  
This can appear amateurish. One will suffice.

**Avoid sentence case in long lines** (capitalizing every first letter). It is hard to read. Short lines are okay.

**Be consistent in using traditional standard dashes OR trendy dots in phone numbers.** Pick one or the other and stick with it.

**Please use p.m. or a.m.** NOT 'PM' or 'AM' or 'pm' or 'am.'

**Please spell out numbers under 10.**  
For example, 'three' instead of '3,' unless hyphenated like 'par-3.' Age is also an exception.

**Avoid abbreviations.** Some abbreviations are okay (i.e. 'ext.' for extension but not 'Wed.' for Wednesday). If you are going to abbreviate, write the full or more formal abbreviation. i.e. instead of 'x' for extension write 'ext.'

**Use tabs instead of extra spaces.**

A small thing that will help in production and keeping things aligned properly.

**COMMON ERROR: Dates should NOT have rd, th, or st behind them.**

This can be considered old-fashioned typesetting. The exception would be for ordinal numbering. For instance, "4th annual..." is okay but 'October 4th' should be written 'October 4.'

**COMMON ERROR: Please review your use of capitals.** Use capitals for the first letter of a sentence, proper nouns or adjectives, initials, abbreviations or first-person pronoun 'I' and some phrases. Especially check capitals in menu/food items.

**Articles and conjunctions (such as a, and, the), typically, should not be capitalized.** For example: "Buffet And A Movie At The Pool" should be "Buffet and a Movie at the Pool"

**SPELL CHECK before posting, mailing, emailing etc.**

**Avoid putting rules or negative items on the cover or first thing.**

**Don't bury basic information within paragraphs.** List 'when' or 'where' or contacts etc. at the beginning or end of a paragraph so the reader can extract easily.



# GENERAL MANAGER CHECKLISTS, PROCEDURES, AND RESPONSIBILITIES

## CHECKLISTS

### Weekly

- Send your Dashboard Report on Monday.
- Send your Manager's Journal the day after your L10 meeting.

### Sent On The 1st and 15th of Each Month

- Expense Tracker
- Outing Report
- Pace Report
- Labor Scheduler

### Month-End

- Send your Monthly Rounds report to your V.P. of Operations and your respective Bobby Jones Links club accountant.
- Send your month-end Dashboard Report with monthly explanations to your V.P. of Operations and your respective Bobby Jones Links club accountant.
- Inventories counted (Golf and F&B; tennis merchandise where applicable).
- Send your Golf COS report to your respective Bobby Jones Links club accountant.
- Send your F&B COS report to your respective Bobby Jones Links club accountant.
- Turn in all invoices within a few days of the last day of the month to your respective Bobby Jones Links Club accountant.
- Member billing is complete and sent in.
- Send in email collections by the 5th of the month.

## FINAL DRAFTS PROCEDURE

### When You Receive The Drafts

If you can view it on your monitor, you do not need to print these. Otherwise:

- Print copies of your detailed income statement, general ledger, dashboard, and expense tracker.
- Start with your revenues and ensure the company shows what you are showing on your dashboard. We have all seen either a day missed or a transaction missed. If you see a significant variance, go by line in each department by date to see if their totals on specific days match what you are showing on your dashboard report. That is where you will find the variances.
- Next, do the general expense ledger and match each payment with your expense tracker. This is where you will find any expense errors. Please question everything! Things happen! We have all seen another club's expenses hit our books by mistake. Catch it by doing the back-and-forth check.
- Check to make sure that all COS items and purchases are accurate. You should see discounts or late fee payments, etc. Question those.
- Ensure all split invoices (coded to separate departments) have been done correctly. For example, you can purchase toilet paper for the clubhouse and allocate some to your tennis department. You may code that separately. Just make sure that your AP person splits it correctly.
- Complete your well-written variance report
- Check your work for typos and grammar errors.

# GENERAL MANAGER HUMAN RESOURCES RESPONSIBILITIES

## Tools and Resources

- Paycom
  - Employee Self-Serve (ESS) (Smart Phone App available)
  - Client access
- Caddyshack - Our online management store
- Handbooks
  - **Bobby Jones Team member Handbook**
  - **Carpe Diem**

## Recruiting

This is done through the Applicant Tracking Module in Paycom.

- Create Job Requisition
- Post job opening on Bobby Jones Links website
- Notify HR if you want job opening posted to Indeed
- Email link to online application to candidates
- Candidate completes the Talent Plus online assessment

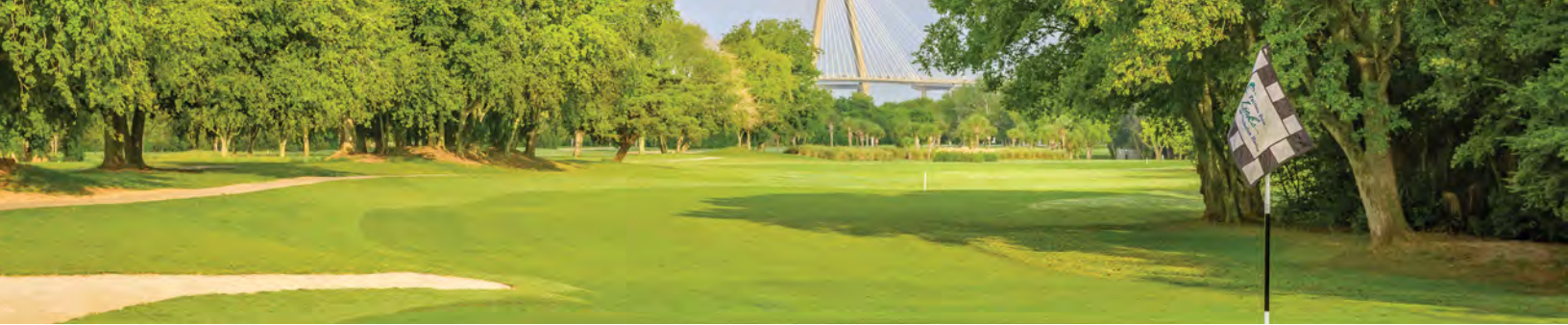
## Selection

- Interviewing (helpful hints and questions in the Caddy Shack)
- Reference checks
- Run tax credit (must be done before job is offered)
- Request background check, if required
- Offer job

## Onboarding

- Hire applicant in Applicant Tracking Module. This step will add the employee record to Paycom.
  - Create Paycom Employee Self-Serve (ESS) login
  - Assign **New Hire Checklist** for team member to complete in Paycom ESS
    - Direct deposit setup
    - State withholding forms
    - W4
    - I-9 (E-Verify)
    - Training videos
    - Bobby Jones Links **Team member Handbook** and **Carpe Diem** given to all department heads.
- New Hire Orientation
  - Benefits overview and open enrollment process
  - E-Verify must be completed within first three days of employment  
(Complete the employer portion of the **New Hire Checklist**.)





## Talent Management

- Quarterly reviews (5-5-5)
- Annual reviews – (FT EE's no later than Feb 28 with any raises effective March)
- Change of position and compensation
- **Grand Slam Awards**
- Corrective Action – *Paycom Personnel Action Form*

## Payroll

- Create bi-weekly payroll transaction
- Create manual checks as needed
- Manage time cards – *Paycom Time and Attendance*
- PTO and holiday administration

## HR Administration

- PTO requests
- Benefits administration
  - Review monthly invoices for medical, dental, vision, life and LTD carriers
  - Assist with Open Enrollment
- Workers Compensation
  - **Incident Reports**
- OSHA – Occupational Safety and Health Administration
- Maintain posting of legal posters

## Terminations and Off-Boarding

- Terminate team member in Paycom – Create *Paycom Personnel Action Form*
- COBRA notification – *will be created when HR approves the PAF from the step above*
- In Georgia, provide team member with GA Separation Notice
- Notify HR to remove access to the Caddy Shack, if applicable
- Transfer of email to current team member
- Notify HR and VP Operations if Separation Agreement is needed

## Notify Bobby Jones Links' HR Department To Process The Following

- Garnishments
- Unemployment Claims
- FMLA (Family Medical Leave Act)
- ADA (Americans with Disabilities Act)





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