

# Appendix 1

## Volunteer Management Roles, Duties & Responsibilities in Rosslare Golf Club Management Committee

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## **1. ROLE AND RESPONSIBILITIES OF MANAGEMENT COMMITTEE**

The Committee is the steward of the assets and resources of the Club, it leads the Club in the achievement of its strategic & business plans while ensuring proper governance and management. The Committee's job is to work on the business not in the business.

### **1.1. ROLE**

- Develop and implement the strategic/business plans and initiatives.
- Ensure proper governance and management of the club affairs.
- Ensure financial solvency and integrity through policies and behaviours/values.
- Ensure compliance with all relevant laws and good practices.
- Evaluate, improve and update committee objectives in line with the strategy.
- Communicate effectively and regularly with members and staff.
- Management of the golf course and all club facilities
- Define membership categories.
- Protect and enhance the assets and resources of the Club
- Set committee objectives and expectations of committee members including their duties and support to club management/staff.
- Set out the bye-laws of the Club which governs the rules relating to the use of the course & facilities.

### **1.2. RESPONSIBILITIES**

- Prepare a Strategic Plan together with an annual business/operational which will be presented to and agreed by the Membership at an EGM/AGM.
- Complete an annual review of the Club's Strategic Plan and amend as appropriate.
- Regularly monitor progress and implementation of the Strategic and Annual Plans against all agreed goals and objectives
- Ensure financial solvency and integrity through policies and behaviour
- Evaluate and manage risk ▪ Monitor the performance of club management & staff. ▪ Ensure compliance with Club Policies, Club Constitution, laws and good practices.
- Foster open discussions on all relevant topics and seek consensus on all issues, treating all discussions in confidence.

- ▪ Communicate effectively and regularly with the Membership regarding progress on the implementation of the Strategic Plan, business and golfing affairs.
- ▪ Utilise Member expertise by the appointment of sub committees in each of the core areas e.g. Strategy, Course, Membership and Marketing, Communications, House and Social, Finance and Risk Management.
- ▪ Build effective relationships with internal and external resources.

## **2. INDIVIDUAL RESPONSIBILITIES OF MANAGEMENT COMMITTEE MEMBERS (MC)**

- Understand the principles of good Club Governance and Management, the differences and relationships between them and the frameworks for assurance and accountability.
- Have an understanding and acceptance of the duties and responsibilities of being a Committee member.
- Ensure that independent judgement is exercised on issues of strategy, performance, resources and standards of conduct.
- Attend events and meetings as appropriate and act as hosts to partners, sponsors and other stakeholders as required.
- Treat all fellow members with respect and listen objectively to all members' views.
- Treat all MC matters in strict confidence.
- Be aware of and follow the Codes of Conduct as set out by all Sporting Bodies to which the Golf Club are affiliated to.
- Have a good knowledge of the Clubs Constitution and Byelaws.
- Empathise with the volunteers, fellow members and staff who are vital to the running of the Club.
- Undertake training as appropriate.

### **2.1 DESIRABLE ATTRIBUTES FOR ALL MANAGEMENT COMMITTEE MEMBERS**

- Good listening skills.
- Ability to express orally and in writing, ideas and information in ways that are appropriate, accurate and concise.
- Have excellent interpersonal, leadership and influencing skills and the ability to contribute effectively to the Committee and to stakeholders at all levels.
- Ability to exercise independent judgement within a teamwork framework.

## **2.2. ADDITIONAL PREFERRED PERSONAL EXPERIENCE AND ABILITIES**

- Experience of committee activity in a sporting, voluntary or charitable organisation.
- Experience of setting and/or working to a vision and Strategic Plan.
- Experience of working within an organisation where Strategic Planning was part of the role.
- Numeracy and literacy skills.
- Some knowledge of establishing or operating financial policy and monitoring financial performance.
- Awareness and understanding of issues facing golf clubs/sporting organisations.

## **3. ROLE OF OFFICERS / KEY POSITIONS ON MANAGEMENT COMMITTEE (MC)**

Their duties, responsibilities and desirable attributes / characteristics.

- 1) Management Committee Chairperson,
- 2) The Treasurer/Financial Controller,
- 3) The Management Committee Secretary.
- (4) The Chair of Greens,.
- (5) The Chair of House and Social,
- (6) The Chair of Marketing, P.R. & Communications,
- (7) The Chair of Business Development,
- (8) The Chair of Membership
- (9) The Ladies Club Captain and
- (10) The Men's Club Captain.

### **3.1. MANAGEMENT COMMITTEE CHAIRPERSON**

#### **Role of Chairperson**

- Provide leadership and direction to the Management Committee (MC).
- Ensure fulfilment of the club's responsibilities for the successful governance and management of the club's agreed goals, business and golfing affairs.
- Chair the Joint Club's AGM, SGMs and EGMs.
- He/she works to optimise the relationship between the MC, any paid employees/staff, volunteers and other members.

### **3.1.1. Duties & Responsibilities of Chairperson**

- Chair MC meetings and ensure they are run efficiently and effectively with open and honest discussion.
- Regularly focus the MC on matters of Club governance that relate to its own structure, role and relationship with any employees.
- Be committed to the Club goals and strategies and undertake periodic reviews.
- Have a good working knowledge of the Club Constitution, rules and duties of office bearers.
- Be responsible for setting agendas and ensure all relevant papers and minutes are distributed to members in sufficient time to allow members time to review.
- Nominate chairperson or liaison person for Sub-Committees, for approval by MC.
- Ensure that the necessary skills & specific roles are represented on the MC and Sub-Committees.
- Periodically consult with MC members on their role, to see how they are going and help them to optimise their contributions.
- Ensure a comprehensive MC succession plan is in place.
- Ensure that all MC members contribute and have equal voice and that there is fair consideration for all member's views.
- Ensure all Constitutional procedures are complied with.
- Always act in good faith and remain impartial.
- Exercise casting vote if required.
- Act as a spokesperson for the Club.
- If a General Manager/Club Manager is employed, support and challenge his/her role and ensure that the GM is fulfilling his/her role and responsibilities, to include regular performance reviews.
- If applicable, work with the GM to manage all paid employees of the Club, including recruitment, retention, training, salary reviews and performance reviews.
- Act as a signatory for the Club on legal and financial matters
- Be a good role model and a positive image for the Club and the MC.

### **3.1.2. Characteristics/Attributes of Chairperson**

- Be well informed on all Club activities and be able to provide oversight.
- Be a person who can develop good relationships internally and externally and work collaboratively as a team player.
- Be forward thinking and committed to meeting the overall goals of the Club.

- Experience at Board or Committee level.
- Experience in leadership, business & management roles.
- Possess sound commercial judgement and a business background would be preferable.
- Experience in managing people.
- Effective communication skills.
- Be a good listener.
- Be a competent public speaker.
- Have a good working knowledge of the Club Constitution, roles and duties of office bearers, sub-Committees and staff.
- Be a good role model and a positive image when representing the Club and the COM, externally and internally.

### **3.2 TREASURER ROLE OF HONORARY TREASURER/FINANCIAL CONTROLLER**

- Responsible for the financial supervision of the Club to allow the MC to provide good Governance of the Club.
- The Treasurer is the chief financial management officer whose tasks include the preparation of annual budgets, planning for the Clubs' financial future and monitoring the Clubs ongoing revenue and expenditure.
- Chair the Finance and Risk Sub-Committee.

#### **3.2.1 DUTIES AND RESPONSIBILITIES OF THE HONORARY TREASURER/FINANCIAL CONTROLLER**

- Provide advice to the MC in the management of the Club finances.
- Provide monthly financial updates/reports for presentation at monthly committee meetings.
- Administer all financial affairs for the Club. This would include regular meetings with the General Manager/Club Manager if applicable and the Finance Committee in relation to ongoing financial matters including, but not limited to: -
- Review of outstanding subscriptions on monthly basis, ensuring policies relating to collection of outstanding subscriptions are adhered to
- Approval of any reduced subscriptions agreed with individual members due to ill health or extenuating circumstances.
- Lead the annual Budget process and ensure an appropriate Annual Financial Plan is provided to the MC for approval. Agree budgets for key areas e.g. Course, House, Marketing, Strategy and Membership Sub Committees.

- Review all proposed Capital Expenditure and present to MC for approval.
- Liaise with Men's & Ladies Clubs regarding budgets for competition entry fees/prize funds, teams etc. with regular reviews
- Liaison with the Club's Bankers with regard to the Club Accounts, Overdraft & Loan facilities.
- Act as a signatory on the Club Bank Accounts
- Review of financial process within the Club ensuring continuous improvement of same.
- Support the Auditors of the Club.

### **3.2.2. DESIRABLE ATTRIBUTES OF THE HONORARY TREASURER/FINANCIAL CONTROLLER**

- Financial expertise and qualification.
- Good organisational, computer and communication skills.
- Ability to maintain accurate records.
- Honest and trustworthy.
- Good knowledge of Club Constitution and the Roles of all Officers, Sub Committees & Staff.
- Dedicated Club Person.

### **3.3. SECRETARY ROLE OF THE HONORARY SECRETARY**

- Primary administration officer of MC and provides the link between the Committee, members and outside agencies.
- Guide the MC on all Constitutional and administrative matters.
- Organise meetings, both MCs and General, and issue notices/agendas for same, take minutes and distribute thereafter.
- Deal with all Club correspondence.

#### **3.3.1. MANAGEMENT COMMITTEE MEETINGS**

- Organise agreed MC meetings and issue timely and appropriate notices.
- Following consultation with Chairperson and MC members, issue appropriate meeting agenda.
- Record the minutes of MC meetings and have such minutes agreed at the immediately following meeting.



- Inform MC Meetings of correspondence received.
- Act on and respond to such correspondence as instructed by MC.
- Maintain a record of actionable decisions to assist Chairperson/MC to ensure that unresolved issues are not subsequently inadvertently overlooked.

### **3.3.2. ANNUAL AND SPECIAL GENERAL MEETINGS**

- The Honorary Secretary plays a key role in preparation for and conduct of General Meetings.
- He/she is expected to have a good level of knowledge of all related rules and of General Meeting standing orders.
- The Honorary Secretary should be present at all such meetings and seated beside the Chairperson to assist in dealing with issues which may arise in relation to the foregoing.
- Advise MC of suitable dates and issue notices as directed by MC.
- Issue Notice of election of officers and Committee, to include eligibility, nomination criteria & applicable closing dates.
- Advise Members on procedures and acceptable format for notice of motions.
- Circulate and display previous minutes.
- Arrange for signing in of those present and ensure that only full members vote.
- Ensure ballot papers are available for elections and motions.

### **3.3.3. DESIRABLE ATTRIBUTES OF THE HONORARY SECRETARY**

- Excellent knowledge of the Club's Constitution and Bye Laws, and roles and duties of office bearers.
- Be organised.
- Approachability.
- Problem solving.
- Attention to detail.
- Ability to delegate as appropriate.
- Integrity.
- Be able to keep confidential matters confidential.

- Experience at Board or Committee level.
- Effective communication skills.
- Computer skills.
- Be well informed of all Club activities.
- Be committed to the Club goals.
- Sound Judgement.

### **3.4. Greens Chairperson Role**

- Liaise & work with the Head Greenkeeper/Course Superintendent to maintain & develop the golf course & equipment to the satisfaction and enjoyment of club membership & visitors.
- Focus on improving the course quality & playability standards by embracing a culture of planning, staff development and more volunteerism from members.
- Chair Course Sub Comm and communicate effectively with MC, Golf committees, other sub committees, members and staff.

#### **3.4.1. DESIRABLE ATTRIBUTES**

- A good understanding & experience in project management & management best practices.
- Proficient in forward & business planning.
- An understanding of the technical aspects of course management, machinery & maintenance.
- Be available to provide the necessary commitment to the role for at least 3 years.

### **3.5. CHAIRPERSONS OF HOUSE & SOCIAL - ROLE**

- Focus on club facilities including clubhouse, bar & catering in terms of health & safety regulations & procedures.
- Liaise & work with bar & catering staff in terms of service delivery & continuous improvements of all facilities & services.
- Co-ordinate annual calendar of social & non-golf activities in the clubhouse.
- Chair House & Social sub comm made up of representatives from both men's & ladies' sections and communicate effectively with MC, Golf committees, members and staff.

### **3.5.1. DESIRABLE ATTRIBUTES**

- Facilities & Hospitality experience/background.
- Financial, interpersonal & communications skills.
- Be available to provide the necessary commitment to the role for at least 3 years.

### **3.6. CHAIRPERSON OF MARKETING PR & COMMUNICATIONS - ROLE**

- The Chair of Marketing & Communication, in conjunction with a Marketing & Communications' Committee, shall ensure that the Club has a strategic plan for retaining and encouraging new members as well as a positive market presence that promotes the Club to visitors both golfing and non-golfing.
- The role of this sub-committee is to ensure that membership and marketing activity is planned and delivered within an agreed time frame.
- Develop the image of the club to reflect the reality of the quality product that is Rosslare Golf Club
- Ensure our club website is updated regularly and fit for purpose
- Promote the many open events run by the club to ensure maximum attendance.

#### **3.6.1. DESIRABLE ATTRIBUTES**

- Good local knowledge of the club's catchment area, competitors, sporting organisations & target markets in terms of marketing and promoting to new/lapsed members.
- Proficient in strategic & business planning.
- Marketing experience/qualification.
- Involved in local community/other sporting clubs.
- Strong interpersonal & communication skills.
- Be available to provide the necessary commitment to the role for at least 3 years.

### **3.7. CHAIRPERSON OF BUSINESS DEVELOPMENT- ROLE**

- Co-ordinate/drive fund-raising, corporate & sponsorship activities towards funding specific projects, capital expenditure (capex) requirements and boosting non-membership & visitor income streams.

- Chair a small sub comm or working group and communicate effectively with MC, Golf comms, members and staff.

### **3.7.1. DESIRABLE ATTRIBUTES**

- Good local knowledge of the club's catchment area, corporate/commercial markets, sporting organisations & target markets in terms of boosting income streams and supporting fundraising programmes.
- Proficient in strategic & business planning. Experienced Fund-raising & Sponsorship background.
- Involved in local business community/other sporting clubs.
- Strong financial management, interpersonal & communication skills.
- Be available to provide the necessary commitment to the role for at least 3 years.

## **3.8. CHAIRPERSON OF MEMBERSHIP - ROLE**

- Chair Membership Sub Comm and communicate effectively with MC, Golf committees, other sub committees, members and staff
- Identifying the needs of new/lapsed members and then suggest a range of realistic promotional initiatives to try and achieve a net membership growth position year on year.
- Retain an up to date account of the Club's membership database.
- Develop and implement membership development programmes (i.e. recruitment & retention) with buy in from both the Men's & Ladies Sections.
- Manage all applications for new membership.
- Devise and assist in membership marketing.
- Deal with any requests for 'leave of absence in accordance with the club's rules
- Update club records with regards to member transfers and retirements.
- Co-operate with the Handicap Secretaries with regards to any new members or changes.

### **3.8.1. DESIRABLE ATTRIBUTES**

- Have a good knowledge of I.T. especially the club's databases
- Have a full understanding of all membership categories.
- Be innovative in assisting the marketing of club membership.
- Have a full knowledge of the Club's membership cost structure.
- Be able to work as part of a team and co-operate with Accounts and Handicap sections

- Good knowledge of club constitution & existing membership categories/profiles and how these relate to membership development (i.e. recruitment & retention).

### **3.9. THE CAPTAINS, 'MEN'S & LADIES' ROLE OF THE CAPTAINS**

- Both Captains assist the MC with the golfing affairs of the Club.
- They will liaise between the Management Committee and the Club's Golf Committees.
- Lead Officers for all Golf Ireland golfing aspects respectively of the Club for one year, with responsibility to represent the Members and Club, both internally and externally.
- Chairperson of the Men's Club Committee & Ladies' Club Committee respectively.
- Promote the amateur game of men's golf & ladies' golf respectively amongst its members.

#### **3.9.1. DUTIES & RESPONSIBILITIES OF THE CAPTAINS**

- Responsible for building and maintaining relationships with all Club Members and ensuring golf is vibrant within the Club.
- To uphold the integrity, standards and ethics of the Club.
- Ensure the Men's & Ladies' Committee respectively administer the golf affairs to the highest standards including the regulations of the Golf Ireland, R & A Rules of Golf, Amateur Status and CONGU.
- In conjunction, with the Men's & Ladies' Committee respectively, select team coordinators/managers for Golf Ireland inter-club, provincial/district & national competitions
- To attend Golf Ireland, inter Club Matches and functions respectively and/or as appropriate.
- To attend and host the Club's principal social functions.
- To ensure that all golfing and social activities are planned and managed in accordance with Club requirements.
- To attend Annual and Extraordinary General Meetings of the Club.
- In conjunction with the Chairperson of MC, to help resolve confidential or sensitive Club and membership issues.
- Provide MC with Men's Club and Ladies' Club monthly reports respectively.
- Assist MC with seeking the views of members and encourage them to discuss the type of Club they would like to see in the future.

- Handle correspondence and disputes as appropriate.

### **3.9.2. DESIRABLE ATTRIBUTES OF CAPTAINS**

- Good golfing knowledge
- Well informed on all Club Activities
- Have a good working knowledge of the Club Constitution & Bye Laws
- Have club management experience respectively on Men's Club or Ladies Club Committees, MC, Sub Committee and/or Team management.
- Good organisers.
- Good communication & social skills.
- Dedicated club persons.
- Ability to delegate as appropriate to Vice-Captains and other committee members.

## **4. THE VICE-CAPTAINS (MEN'S & LADIES') - ROLE OF THE VICE-CAPTAINS**

- The main roles & responsibilities of the Vice-Captain is to assist, support and deputise for their respective Captain when necessary.

### **4.1. DUTIES & RESPONSIBILITIES OF THE VICE-CAPTAINS**

- Assist the Captain when requested by the Captain.
- To uphold the integrity, standards and ethics of the Club.
- Perform the duties of the Captain in his/her absence.
- Become familiar with the operations of the club committee and the duties of the Captain.
- Undertake other tasks to reduce the work load of the Captain.
- Look on the role as an "internship", preparing for the day when they will become the Captain.

### **4.2. DESIRABLE ATTRIBUTES OF VICE-CAPTAINS**

- Good golfing knowledge

- Well informed on all Club Activities
- Have a good working knowledge of the Club Constitution & Bye Laws
- Good organisers.
- Good communication & social skills.
- Dedicated club persons.
- Ability to work with other committee members.

## **5. THE PRESIDENT(S) - ROLE OF THE PRESIDENT(S)**

- Can vary from club to club but mainly the role is ambassadorial in nature.
- Generally, he/she is the spokesperson for the club and should work to maintain key relationships within and outside of the club.

### **5.1. DUTIES & RESPONSIBILITIES OF THE PRESIDENT (NOT GENDER SPECIFIC)**

- Seen as a figure-head of the club and spokesperson. ▪ Term of office 1 year.
- Represent the Club in a positive manner
- Provide wise council when necessitated
- In some clubs will chair Club AGM, General meetings.
- Act as a signatory for the club.
- Represent the Club at matches or functions in support of the Captains/Vice-Captains.

### **5.2. DESIRABLE ATTRIBUTES OF THE PRESIDENT(S)**

- Long standing member of the club and good working knowledge/experience of club management structures.
- Well informed on all Club activities & protocols.
- Have a good knowledge of the Club Constitution & Bye Laws.
- Forward thinking and committed to meeting overall goals of the Club.
- Be a good listener and communicator.
- Be a good role model and a positive image for the Club in representing the Club in other forums, local community and in a Public Relations type role.
- Be a competent public speaker.

## **6. OTHER - JUNIOR CONVENOR ROLE**

- Responsible for junior/underage golfing & social affairs of the Club with full support of the Club Professional if applicable.
- Promote junior golf programmes/coaching & development amongst its members, potential members & in local community/schools.
- Work closely with the MC, Men's & Ladies Committees and Club Professional if applicable to ensure all legal & regulatory requirements to protect children are in place including club safeguarding policies/procedures, Garda vetting/Access NI & designated roles (i.e. club children's officer & designated liaison person).
- Chair a Junior Comm with representation from both the Men's & Ladies' Sections & interested parents.

### **6.1. DESIRABLE ATTRIBUTES**

- Good golfing knowledge especially in under age/junior development/golf.
- Genuine and committed approach to safeguarding of children in a safe and enjoyable environment.
- Strong interpersonal, organisational and communication skills.
- Passion for growing the game.
- Be available to provide the necessary commitment to the role for at least 3 years.

## **7. SUB-COMMITTEES OF THE MANAGEMENT COMMITTEE**

The Sub-Committee structure is an essential component of a club's management structure & strategic plan. Each Sub-Committee will consist of interested and suitably qualified members and in some cases staff whose expertise will enable them to contribute positively to the development and implementation of strategies, goals and initiatives in a particular core area of the club. It should also be a specific responsibility of all sub-committees to ensure that the opinions and aspirations of the Members of the Club are sought and considered when developing strategies, objectives and initiatives.

- Minimum 3 members on each sub-committee.
- Chairpersons will ideally chair sub-committees.
- Sub-committees should meet bi-monthly or more often if necessary.



## **7.1. DUTIES OF SUB-COMMITTEE CHAIRPERSONS (GENERIC)**

- Chair the sub-committee meetings.
- Recruit the right people with the necessary skills/experience & assign roles within the subcommittee.
- Ensure all sub-committee members are adequately trained/informed.
- Work with Strategic Sub-Committee on Strategic Plan issues as they arise; - Initial plan development - On-going reviews and updates - Implementing Strategic initiatives
- Recommendations proposed at sub-committee level are brought to MC for further clarification and/or approval as necessary by MC Convenor/sub-committee member. - Sub-Com report on agenda at each MC meeting – short, factual & actions proposed.
- Manage overlap and communication with other committees (e.g. Men's and Ladies Committees)

## **7.2. DESIRABLE ATTRIBUTES OF SUB-COMMITTEE CHAIRPERSONS**

- Well informed on all Club activities.
- Good listener and communicator.
- Team/Management experience outside of Golf Club.
- Team work and Leadership skills.

## **8. SUMMARY OF GENERAL CHARACTERISTICS FOR ALL MANAGEMENT COMMITTEE MEMBERS**

### **General Characteristics**

Business Acumen ✓ Governance awareness ✓ Financial proficiency ✓ Committee Experience ✓  
Ability to Challenge Management ✓ Strategic Thinking ✓ Contributor at Meetings ✓  
Good Meeting Attendance ✓ Independent ✓ Good Communicator and Good Working  
knowledge of golf ✓ Working knowledge of the role of golf's governing bodies ✓  
Committed ✓