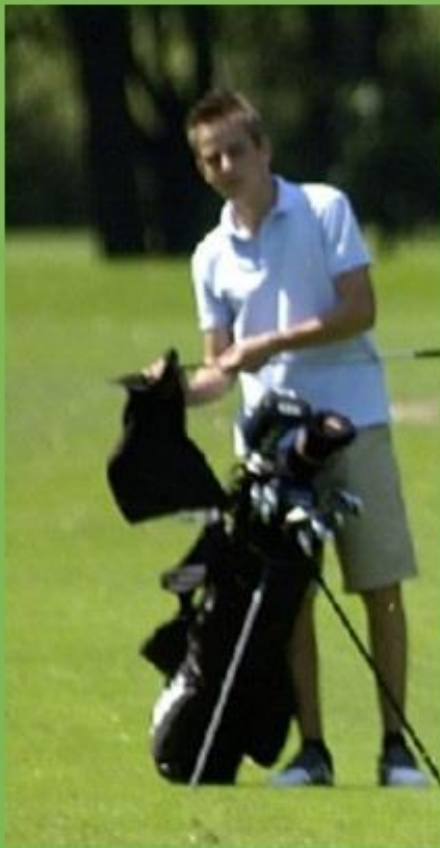




Private Club Performance Management



Bag, Range & Cart Attendant Training Manual

Ed Rehkopf

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Ed Rehkopf

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Purpose

The purpose of this training manual is:

- to train you in the knowledge, skills, and abilities necessary to properly perform your duties,
- to instill in you a strong service ethic toward our members and your fellow workers,
- to provide you with the tools and techniques to comfortably perform all assigned tasks,
- to prepare you for potentially difficult situations by providing you with the approved way of dealing with them.



Responsibilities

The Head Golf Professional is responsible for properly and completely training you for your position. He has delegated the authority to train you to the Golf Outside Operations Manager.

It is your responsibility:

- to diligently apply yourself to mastering the material presented in this manual, and
- to notify the Outside Operations Manager of any difficulties encountered in the performance of your duties that might require modification of golf operational policies, procedures, standards, or training.

It is the responsibility of the Training Manager to review training material and programs to ensure that they meet the need of providing high quality training to you and your fellow employees.



Background

A private club creates a special environment for its members. It is a place of refuge from the busy world around us. It is a place where friends and business associates can gather and enjoy the amenities of the Club. It is a place where members are known by name and those of us who serve them know their preferences and desires.

One of the primary amenities offered by the Club is the golf course. Golf is a challenging game of infinite variety and challenge, played in beautiful natural settings. The game of golf is steeped in history and tradition. It is very much a mental game, where strategy, concentration, skill, and risk accompany every shot. It is a game of decorum and rules where players are expected to police themselves in the best tradition of good sportsmanship.

Many of our members have joined the Club because of their love of the game and all it offers them. Our role as Club staff is to enhance their enjoyment and provide them with the highest quality golfing experience. This is done in many ways, from maintaining the course in immaculate condition, to providing a clean and well-equipped golf cart, to providing bag storage and clean and comfortable locker rooms.

Your role as a Bag, Range, and Cart Attendant is to attend to all the small details that add up to an unsurpassed golfing experience for our members and their guests. To do this properly, there are many things you must know. We trust that after working through this self-study training manual, you will be equipped with all the necessary knowledge, skills, and abilities to do your job with grace, ease, and dedicated professionalism.



Appropriate Dress for Your Position

The Club has established high standards for its operation. The pride you show in your dress, your personal grooming, and the cleanliness of your uniform reflect not only on yourself, but also on the Club.

The prescribed uniform for Bag, Range, and Cart Attendants is as follows:

- A Club golf shirt (provided).
- Khaki shorts, slacks, or skirt.
- White crew socks for males or bootie socks for females.
- Clean tennis shoes, running shoes, or sneakers.
- A Club logoed ball cap (provided).
- Optional: During cooler or inclement weather - a Club logoed rain jacket/windbreaker (provided).

Dress Do's and Don'ts:

- Clothing must be clean and unwrinkled.
- Shirttails must be tucked in.
- Please do not wear excessive jewelry or makeup.
- Wear your cap properly - not backwards. Caps with worn visors must be replaced.
- Skirts or shorts must not be too short. Hemlines several inches above the knee are acceptable.



Your Attitude

Satisfying our members is not an easy matter. They expect high quality food, recreation, and service in a clean, friendly, well-maintained, and operated environment. To meet their expectations, you must have a keen commitment to our standards of service and the right attitude to make it happen.

The right attitude is the most important requirement for success in any endeavor. How you approach your work has a direct bearing upon the quality of your work and, more importantly from your standpoint, the enjoyment, and the sense of satisfaction you derive from working here. If you dwell on the negative, your work and every aspect of your life will be negative. You must choose instead to see your work in a positive way and take pride in your contributions to the larger effort.

We feel strongly about maintaining a positive attitude. One sour, negative attitude can ruin the workplace for all of us. Our members don't need it and we don't need it. So, we say with deep conviction,

"BE OF GOOD CHEER OR DON'T BE HERE!"



Review I

Give two of the purposes of this training manual.

1. _____

2. _____

What are your responsibilities regarding this training material?

1. _____

2. _____

What is the prescribed uniform for your position?

List three "Do's and Don'ts" regarding your dress.

1. _____
2. _____
3. _____

What phrase summarizes the Club's feelings about employee attitude?



Attendant Information and Expectations

Your Supervisor

Each Club employee comes under the direct control of a Supervisor. He or she, in turn, answers directly to a Department Head who reports to the General Manager. The Outside Operations Manager is your Supervisor. He is an important link in the management chain and is responsible for the daily work of your team.

Your Supervisor is responsible for training you in the proper way to do your job and ensuring that your work is completed according to our quality and performance standards.

A major responsibility of every Supervisor is to provide you with the assistance and support you need to do your job properly. If you have a question about any aspect of your work or you need help, see your Supervisor. We only ask you to remember that your Supervisor is a busy person with many responsibilities. Please show courtesy and understanding by approaching him or at an appropriate and convenient time.

In the absence of your Supervisor, another manager or supervisor assumes direction of your operation.

Meeting your Schedule

Work schedules will be posted in a designated, conspicuous place. We consider your obligation to meet the posted work schedule a serious responsibility. Therefore:

- The work schedule may not be modified without the prior approval of your Supervisor.
- Failure to work assigned shifts is unfair to fellow staff, your Supervisor, and our members, and cannot be tolerated. Appropriate disciplinary action will follow such failure.



Attendant Information and Expectations, Continued

- We will always consider true emergencies. However, those who do not report for scheduled shifts and/or call in sick repeatedly are subject to disciplinary action, where warranted.
- You are responsible for giving your Supervisor reasonable notice of illness, lateness, or inability to meet your work schedule before your absence so that your shift may be properly covered.
- Changes to the work schedule may be made by your Supervisor at any time to effectively handle the level of our business. Supervisors will make every effort to meet individual needs and requests, but this is not always possible. We ask you to bear this in mind and accept such changes as necessary. It is the nature of our business.

Your Supervisor will make every effort to grant reasonable requests for time off. Please recognize, though, that we are running a business that has certain staffing requirements. When requests become unreasonable or excessive, your Supervisor will take whatever action necessary to ensure adequate staffing.

Timely Attendance

You are expected to be present, in uniform or proper dress, and ready for work at your scheduled time. Habitual tardiness cannot be tolerated and will result in disciplinary action, i.e., oral warning, written warning, etc.

Transportation to and from work is your responsibility.

Notification

If, for any reason, you expect to be late or absent, call and let your Supervisor know the reason.



Attendant Information and Expectations, Continued

If your Supervisor is unavailable, you should leave word with the assistant or acting Supervisor. Only if your Supervisor or other individuals left in charge are unavailable, should you leave word with another employee. In this case, you are expected to call back and speak with your Supervisor later.

Except in the case of emergencies, having family members or friends call for you is inappropriate. Therefore, all notification calls must be made by you personally unless you are seriously ill or otherwise incapacitated.

No Call/No Show

Missing a shift without calling or a valid excuse will result in disciplinary action.

Parking

Employees are expected to park at the end of the parking lot farthest from the Cart Barn. This allows our members to park in the closer, more convenient spaces.

Drinking or Use of Non-prescribed Drugs

No employee may consume an alcoholic beverage while on duty or anywhere on the Club premises whether you are on the clock or not. Reporting to work while under the influences, drinking on duty, or the use of any illegal or non-prescribed drugs will result in appropriate disciplinary action.

Smoking

Smoking is permitted only in designated smoking areas during your break or after your shift has ended. You should not smoke in areas where members and guests may see you. If you smoke, dispose of your cigarette butts properly. Do not throw them on the ground.



Attendant Information and Expectations, Continued

Use of Facilities

Employees are not allowed to use the facilities and services of their workplace while working. This means you should not sit on furniture that is for member use; e.g., those tables on the service window side of the Turn House or on furniture in the Golf Shop.

Club facilities are for the exclusive use of our members. Use by employees on the clock is an inappropriate use of work time. Further, it sends the wrong message to our members about our priorities.

Use of Telephones

Club telephones are for business purposes. Excessive personal use of phones may interfere with that business and may result in disciplinary action. Reasonable use of telephones for personal reasons such as to call family member, is permitted at the discretion of your Supervisor. However, you should discourage your friends from calling you when you are working unless necessary.

So as not to disturb others, turn the ring tone on your cell phone off while working.

Removing Items from the Premises

It is the policy of the Club that:

- No items will be removed from any Club premises by any employee unless movement of such items is in support of operations.
- No leftover food from any Club facility be removed from the premises by any employee.

Further, employee meals are to be consumed on the premises. Therefore, food designated as employee meals may not be removed from the premises.



Attendant Information and Expectations, Continued

"Grazing"

"Grazing" is defined as employees helping themselves to food that is being or has been prepared for service to members.

Employees are not permitted to take or eat food other than the staff meal or eat at times other than their meal break unless authorized by their Supervisor.

"Grazing" by staff in the kitchen or from buffet lines in the dining room will not be tolerated under any circumstances and no excuses will be accepted.

This policy is taken seriously and will be enforced by all Supervisors. We ask that you understand the necessity of such a policy and realize that it is essential for several reasons, including cost control, sanitation, professional appearances, and good member relations. Please cooperate so that none of us is put in the position of having to play "food police."

While you are not allowed to "graze," it is expected that food preparation staff will taste the food they are preparing. This is considered an aspect of their jobs and is essential to providing quality food.

Quality Assurance

Every employee is responsible for the quality of our operation. Bag, Range, and Cart Attendants have a special responsibility in that they interface directly with members in several critical ways - helping members with their bags, setting up the range, and preparing carts.

As a result, it is extremely important for you to be alert to the many details of your position. Further, you should be alert for special situations where you can be helpful to our members and their guests.



Equipment, Tools, & Supplies

The Cart Barn is equipped with various pieces of equipment such as a ball washer, bag storage system, club repair equipment, as well as 72 battery-powered golf carts and several gas-powered utility carts. You must check this equipment each day to ensure that everything is working properly. If it is not, contact your Supervisor or the Facilities Manager.

Tools include the pressure washer, air compressor, leaf blower, power buffer, tire gauge, and wet-vac. If any of these items are missing or inoperative, notify your Supervisor.

The barn has a number of items of golf cart and cleaning supplies. These items are listed on the Cart Barn Supplies Inventory & Requisition, Form 510, shown at Appendix A4. While a weekly inventory and requisition should ensure that you do not run out of these items, should any of these items be missing, notify your Supervisor.



Breaks and Employee Meal

Attendants needing to use the rest room may use the bathroom located in the barn. Attendants should not use the Turn House rest rooms.

The Outside Operations Manager will provide guidance as to when and where you may take breaks. These breaks should be taken when the work pace is slow and should not interfere with service to members. Do not leave Club premises while on break without notifying your Supervisor.

You are entitled to an employee meal during your work shift. Your Supervisor is responsible for explaining the employee meal policy to you.

Disciplinary Procedures

The most prevalent reason for disciplinary action against an employee is misconduct. Misconduct is defined as failing to conduct oneself according to the rules, regulations, policies, procedures, and culture of the Club.

In most cases of misconduct, an employee will be counseled regarding his/her offending behavior and a written record will be made of the incident. Should the offending behavior be repeated, or other conduct problems occur, the employee will be written up again. If problems continue, the employee could be terminated.

In the case of serious misconduct, such as theft, fighting, insubordination, etc., an employee may be terminated without the progressive steps of counseling and written reports. However, the employee will always be given an opportunity to present his/her version of what happened.

An employee may also be terminated for unsatisfactory work performance, but this would only follow a series of warnings of the unsatisfactory work and the employee's inability to improve.



Service

You may not under any circumstances solicit tips. If you do, you will be discharged! However, if insisted upon by the member or guest after you have first refused, you may graciously accept a tip offered to you.

While you may be allowed to sit in golf carts while waiting for members to arrive, you are expected to stand when greeting or otherwise speaking to a member or guest.

Be cheerful, upbeat, and friendly to everyone at all times.

You are expected to greet members, preferably by name, using the appropriate title of respect, i.e., Mr. or Mrs. or Doctor.

Make sure you have a copy of the tee sheet, so that you can anticipate the arrivals and greet members by name.

Make sure you know the following information for the day:

- Carts on the path or 90° rule for carts on the course.
- Pin placement location number for the day.
- Whether the beverage cart is running or not.
- The hours of operation of the Turn House.
- Any special events taking place at the Club that day.

Make conversation with members and guests as they arrive. Try to weave the above information into your conversation. The idea is to give the member as much information as possible about the course and its operation for that day.



Potentially Difficult Situations

There are several potentially difficult situations that you may encounter in the course of your duties. The following guidelines will help at those times:

Complaint from Member or Guest

If a member or guest complains about anything, you should remedy the problem if it is within your power to do so. Always apologize sincerely while doing so.

If the complaint is about something over which you have no control, relay the complaint to your Supervisor.

Member-Supplied Refreshments

The Club must supply all food and beverage consumed on the golf course. Periodically, members will bring their own coolers with their own food and beverage. This is not permitted. This is particularly important regarding alcoholic beverages. Allowing member-supplied alcoholic beverages to be taken on the course jeopardizes the Club's liquor license.

A simple statement, such as "Sir or Ma'am, the Club does not allow member-supplied refreshments on the premises (or on the golf course)," will often be enough to stop the member. However, if you are uncomfortable saying this, notify the golf shop staff, who will notify Club management.



On Cart Coolers

The Club has a limited number of soft coolers for use by members on golf carts.

These blue, logoed coolers are kept at the Turn House and may be provided to any member or guest who requests them.

Usually, these coolers come back with golf carts and end up in the Cart Barn. Whenever you notice these coolers in the barn, either take them to the Turn House or call the Turn House Attendant and let him or her know that you have some of their coolers.



Review II

Should you be sick and unable to come to work, what should you do?

When calling off, leave word with another attendant. (Circle one) True False

You may smoke in designated areas, but do not let members see you. True False

It is permissible to take leftover food home. True False

Employees are permitted to take smoke breaks in their work areas. True False

It is OK for you to sit on furniture in the Golf Shop. True False

Who should you contact if any of your equipment is not working properly?

Which rest rooms should you use? _____

Under what circumstances may you accept a tip from a member or guest?

List three of the five things you must know each day.

1. _____

2. _____

3. _____

It is OK for members to bring their own beer to the course? True False

What should you say to a member bringing his own cooler to the course?

Who should you contact if soft coolers are accumulating in the Cart Barn?



Housekeeping Responsibilities

You are responsible for the day-to-day cleanliness of the Cart Barn and golf carts, all installed equipment, and exterior areas. You are also responsible for emptying all trashcans daily.

A Cart Barn Cleaning Checklist, Form 514, which includes daily, weekly, and monthly cleaning responsibilities, is shown at Appendix A7. Cart Attendants are required to note daily items completed on this form. The completed form will be turned in to the Golf Shop on a weekly basis.

Use the checklist to ensure that all cleaning responsibilities are met. By initialing the checklist, you acknowledge your responsibilities and indicate that all required cleaning has been completed according to standards.



Repair and Maintenance Responsibilities

You are also responsible for monitoring the proper operation of all equipment and building systems, such as heating, ventilation, and air conditioning.

Should you notice any problem with these items, complete a Work Order Form, found in the white 3-ringed binder (kept on the cart supplies shelf) and submit it to your Supervisor. If any essential item is inoperative, operating erratically, or making strange sounds, contact your Supervisor or the Facilities Manager as soon as possible.



Checklists

Checklists provide a reminder to you of tasks that must be completed during a work shift or on a periodic basis.

They also ensure accountability for completion of key tasks by your signature or initials on the checklist.

You will use the following checklists:

- Cart Barn Opening Checklist, Form 512, found at Appendix A5.
- Cart Barn Closing Checklist, Form 513, found at Appendix A6.
- Cart Barn Cleaning Checklist, Form 514, found at Appendix A7.



Safety

The Cart Barn is equipped with fire extinguishers and a first-aid kit.

- Fire extinguishers are all-purpose and are located next to both exterior barn doors in the cart supply and cleaning areas. Your Supervisor will show you how to use these devices.
- The first-aid kit is kept next to the time terminal in the bag storage room. You may use the first aid kit for your own needs, as well as the needs of members, guests, and other employees. Part of your daily duties should be to check the first aid kit to ensure it is sufficiently stocked with first aid items.

As in any operation, there are inherent safety risks. Primary among these is exposure to cleaning and sanitation chemicals. You will receive a safety orientation of the Cart Barn in which these risks will be pointed out.

The barn is provided with a Material Safety Data Sheet (MSDS) book that lists all potentially dangerous chemicals used in the operation. The book contains instructions regarding antidotes and treatment for improper exposure to these chemicals. The MSDS book is located next to the first aid kit in the bag storage room.

If you notice any safety hazard, inform your Supervisor as soon as possible.



Security System

The Cart Barn is equipped with a Security System. The system is monitored remotely by the security company. All exterior doors are equipped with door contacts. Interior spaces are equipped with motion sensors and security cameras monitor the club storage area.

The security alarm panel is located on the wall just inside the south entry door of the barn (see Cart Barn Golf Cart Storage, Appendix B1 for exact location).

Procedures - Arming All

When armed "away" mode, the system will sound an alarm if a protected door is opened or if any movement is detected inside the premises. You may leave through the entry door during the exit delay period without causing an alarm. You may also reenter through the entry door but must disarm the system within the entry delay period or an alarm will occur. To arm the system:

- Close all perimeter windows and doors. Push the "*" (star) key on the keypad to see if any zones are open.
- Enter your security code and press the number 2 key (away).
- The display window will display "armed away," the keypad will beep twice and will display the armed message. You now have one minute to exit the building and lock the door behind you.

Procedures - Disarming and Silencing Alarms

The "off" key (#1) is used to silence alarm and trouble sounds. To disarm the system:

- Enter your security code and press the "off" key (#1).



Security System, Continued

- The ready message will be displayed, and the keypad will beep once to confirm it is disarmed.



Review III

You are responsible for the cleanliness of the Cart Barn. (Circle one) True False

The Cart Barn Cleaning Checklist is turned in daily to the Golf Shop. True False

Building equipment problems should be reported on a work order. True False

List three checklists that you will use.

1. _____

2. _____

3. _____

Where are fire extinguishers located?

What are MSDS sheets and what are they used for?

Who should you notify if you notice a safety hazard?

Where is the security alarm panel located?

What key do you press on the alarm panel to see if any doors are open?

How much time do you have to exit the building after setting the alarm?



Cart Barn Opening Procedures

You should arrive at work on time and in proper attire.

Unlock and enter the entry door on the south side of the Cart Barn (single door facing the Golf Shop).

Turn off the barn security system.

Turn on lights in cart storage area and cart supply and wash area (#1 and #2 on Cart Barn Cart Supply and Wash Areas diagram found at Appendix B2).

Unlock door to bag storage area.

Clock in using the time clock terminal in the bag storage area.

Unlock and open barn doors.

Get a copy of the tee sheet from the Golf Shop for reference throughout the day.

The 1st attendant on duty will begin to set up the Practice Facility.

The 2nd attendant on duty will begin to set up and stage golf carts.

During set-up and staging, the 2nd attendant will remain alert for any arriving members and guests. When serving members and guests, attendants will follow Member Service Procedures.

Set up for the ball washer for operation.

After initial set-up and staging of carts, you should complete Cart Barn Cleaning Procedures as time permits.



Cart Barn Opening Procedures, Continued

At the end of your scheduled shift, you should wait until your relief has arrived. If the relieving staff does not arrive on time, check with the Golf Shop for instructions.

Make sure you pass on any important information or instructions to the relieving attendants, i.e., beverage cart not running, carts on path, etc.

Complete a Cart Barn Opening Checklist, Form 512, found at Appendix A5, and turn it in to the Golf Shop.

Clock out and depart for the day.



Member Service Procedures

As a cart attendant, you perform some of Club's most critical duties in that you serve the members and their guests directly and frequently.

Because of this high level of member contact it is essential that your duties be spelled out in detail.

Further, the techniques and nuances of service are extremely important to this position. Manners, courtesy, tone of voice, body language, and hustle - all contribute to members' perceptions of your dedication to their needs and welfare.

Duties

- Bring carts from Cart Barn to cart staging area outside Golf Shop.
- Remove bags from Bag Storage Room and load onto carts.
- Transport and stack range balls throughout the day as necessary.
- Operate range picker to retrieve range balls.
- Wash range balls daily.
- Remove bags from carts, clean all clubs, and return bags to assigned slot in Club Storage Room.
- Return carts to barn; remove towels, pencils, score cards, tees, drink cans, etc., from carts and save reusable items; wash cart with pressure cleaner; park cart in barn and connect charger cable.
- Perform cart preventive maintenance checks as required.



Member Service Procedures, Continued

- Report carts that are not in proper working order to Golf Professional on duty.
- Perform Cart Barn cleaning responsibilities daily.
- Detail carts as scheduled.
- Greet arriving members and guests by name if possible, with upbeat good cheer.
- Take guests' clubs out of cars and place them on golf carts.
- Provide information to golfers, such as "carts on the path," "beverage cart running or not running," "pin placement location #," etc.
- Be knowledgeable about activities and functions, Club hours of operations, course yardage and rating, and other items of interest to members and guests.
- Be continually alert for special needs of members and guests. Always attempt to give extraordinary service .
- Be alert for and pick up trash, debris, or cigarette butts wherever they may be found.
- Continually provide high levels of service to members and guests.

Service Techniques and Nuances

- Personal grooming and hygiene
 - How you look and the pride you take in your hygiene says a lot about how you view your job and the respect you have for those you serve.



Member Service Procedures, Continued

- Clean and combed hair, clean and trimmed fingernails, fresh breath, clean shaven or neatly groomed facial hair - all contribute to members' perceptions of your dedication to the job.
- Dress with pride
 - How you wear your uniform also speaks to your pride.
 - Clothing/uniforms should be clean, fresh, and unwrinkled. Shoes should be clean and in good condition.
- Manners
 - Good manners demonstrate respect for our members and guests.
 - Greet members by name. Hold your head up, look members in the eye, and give them a hearty greeting of good cheer.
 - Use words like, "Yes, Ma'am" and "Yes, Sir" when speaking to members and guests. Do not use slang words. Never refer to members and guests as "You guys."
- Courtesy
 - Thank members and guests when appropriate. Use the magic word "Please" when appropriate.
 - When members or guests depart, wish them a "Good Day or Evening."



Member Service Procedures, Continued

- Body language
 - Do not lounge around where members may see you. If you sit in a cart waiting for members' arrival, do not slouch or put your feet up on the dashboard of the cart. Stand when talking to members or guests.
 - Do not walk around with your hands in your pants pockets. If you don't know what to do with your hands, clasp them in front of you or behind your back.
 - Our members expect service from you. They don't expect to see you eating or drinking. Do not chew gum, eat mints, or chew on toothpicks where members can see you. These habits detract from the perception of high-quality service.
 - Do not sit on furniture and on porch steps. Do not lean against the building or railings of porches. Your relaxation is not something the members expect or want to see. Your supervisor will inform you of your break area where you may relax during breaks.
- Tone of voice
 - The way you speak can greatly affect members' perceptions about your attitude and dedication.
 - Your voice should always convey cheerful promptness and a willingness to do whatever you can to serve our members and guests.
- Hustle
 - Everybody knows the importance of hustle on a ball field or court. Coaches do not want to see their players dragging around.



Member Service Procedures, Continued

- Hustle demonstrates a good attitude toward the task at hand. Show hustle for the members and they will appreciate your effort and attitude.
- Care and security of members'/guests' equipment
 - Golf clubs represent a major investment for golfers.
 - Treat every member's and guest's clubs as if they were your own. Do not throw them on the ground. Handle them gently. Exercise care when removing them from or placing in trunks of cars. Make sure they are properly strapped on to carts.
 - When players come off the course, always wipe down each club in their bag.
 - If it begins to rain, make sure all clubs are out of the weather.
 - Pay attention to members' and guests' clubs. Do not leave them lying around. Be alert for unknown people around the barn, cart staging area, and golfers' clubs.
- Personal service
 - Be prepared to perform personal services for members and guests, so long as it does not take you away from your principal duties for more than very brief periods.
 - This may entail running over to someone's car to get something he or she forgot, getting a cup of water for a guest, taking a member's shoes back to the locker room, or any other similar assistance.



Member Service Procedures, Continued

- Special touches
 - Always carry a cart towel with you to wipe off golfers' clubs or a damp cart seat.
 - Keep spare tees, scorecards, and scoring pencils near at hand to offer to golfers who need them.
 - When you are truly alert to service, opportunities will present themselves for you to provide other special touches.

Cleanliness Throughout the Day

Walt Disney Enterprises have made a name for themselves by keeping their facilities and theme parks spotlessly clean. In doing this they demonstrate their absolute dedication to their customers. They have also discovered the natural human tendency to keep clean areas clean. On the other hand, people give little thought to throwing trash in areas already trashed.

The Club is just as adamant about keeping its premises clean for the same reasons. Therefore, you can help by doing the following:

- Throughout the day as time permits or necessity warrants, keep outside areas clean by picking up trash and debris.
- Of concern is picking up cigarette butts wherever you see them - in the parking lot, in gutters, on sidewalks, on the staging area, etc.
- Sweep or blow off brick pavers with leaf blower as necessary to keep clean.



Member Service Procedures, Continued

By keeping the Club premises clean at all times, we avoid accumulated trash, demonstrate our dedication to our membership, and foster an attitude of respect for our facilities and premises.



Cart Barn Closing Procedures

Wrapping Things Up

- About an hour before normal closing time, you should begin to prepare to close the Cart Barn.
- Return all staged golf carts to the barn, parking them in their designated stalls.
- As golfers return carts, drive them into the cart wash area of the barn and follow the Golf Cart Cleaning procedures. Do not put any carts away without washing them.
- Empty all trash from golf carts and throw in trash cans.
- Throw dirty cart towels in dirty linen hampers.
- Check tire pressure on golf cart tires using the tire gauge. Fill as necessary using the 5-gallon portable air tank.
- Park carts in designated parking stalls.
- Note the last cart used by golfers on the Cart Usage Tracking Sheet, Form 508, found at Appendix A2.
- Pick range balls from range and chipping green.
- Wash range balls as necessary using ball washer.



Cart Barn Closing Procedures, Continued

End of Day Clean Up

- Take trash bags out of trash cans. Put clean trash can liners in cans. Take trash to the trash dumpster by the tennis courts or the compactor behind the Clubhouse.
- After all carts have been washed and trash picked up, sweep the cart set-up and wash areas. Using the leaf blower, blow dirt from outside walkways and pavers as necessary. When using the leaf blower, you must be alert for people around you. Stop the blower when members and guests are present.
- Use leaf blower to clean Golf Shop porch, front steps, brick paver sidewalk between barn and Golf Shop, the cart staging area, and the Golf Shop back patio. See Cart Staging Area diagram at Appendix B3 to identify these areas.
- During clean up, try to remain alert for any members and guests driving up after their golf game. Assist them as necessary.
- Put members' clubs away in bag storage room if they are tagged with a club storage tag. Always wipe clubs down before storage.
- For members who do not store their clubs and for guests, wipe clubs down and place the clubs in the trunk of their cars.

Closing Up the Cart Barn

- Drain and clean the ball washer.
- Complete a Cart Barn Closing Checklist, Form 513, found at Appendix A6. Leave completed checklist in file slot located on the wall in the cart supply area.



Cart Barn Closing Procedures, Continued

- Close and lock barn doors.
- Make sure both interior and exterior doors to club repair room are locked.
- Clock out using the time clock terminal in the bag storage area.
- Lock door to bag storage area.
- Turn off lights in cart storage area and cart supply and wash area (#1 and #2 on Cart Barn Cart Supply and Wash Areas diagram found at Appendix B2).
- Turn on the Security System.
- Exit and lock the door on the south side of the Cart Barn (single door facing the Golf Shop).
- Pick up any trash on the ground as you walk to your car.



Review IV

What form do you use to document opening procedures?

List five areas of service techniques and nuances that promote member service.

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

List three things you can do to care for members' equipment.

1. _____
2. _____
3. _____

Why is it important to keep Club premises clean and litter free?

What form do you use to document closing procedures?



Cart Barn Cleaning Procedures

A clean, well-maintained cart barn is the sign of a professional and well-run golf operation.

Because many employees work in the Cart Barn on various shifts, it is imperative that a system be designed to ensure cleanliness and accountability for cleanliness.

Responsibilities. You are expected to keep the following areas of the Cart Barn clean:

- Cart storage area.
- Cart supply and wash areas.
- Club storage room.
- Club repair room.
- Exterior concrete aprons on either side of cart supply and wash areas.
- Flagstone steps and sidewalk on south side of building (side facing Golf Shop).
- Concrete apron on north side of building (side facing the Cart Green).
- Cart supply shelves.
- Cart cleaning shelves.

The barn rest room will be cleaned daily by the Club's housekeeping staff.



Cart Barn Cleaning Procedures, Continued

Cleaning Schedule

- The cart storage area will be swept out according to the following schedule:
 - Cart stalls 1-20 on Tuesdays.
 - Cart stalls 21-36 on Wednesdays.
 - Cart stalls 37-54 on Thursdays.
 - Cart stalls 55-72 on Sundays.
 - Aisles between stalls - daily.
- The cart supply and wash areas - daily.
- Club storage room and club repair room - Thursdays.
- Exterior concrete aprons on either side of cart supply and wash areas - daily.
- Flagstone steps and sidewalk on south side of building (side facing Golf Shop) - Sundays.
- Concrete apron on north side of building (side facing the Cart Green) - Sundays.
- Cart supply shelves - Tuesdays.
- Cart cleaning shelves - Wednesdays.



Cart Barn Cleaning Procedures, Continued

Accountability

The cart attendant on duty, or if there are two or more on duty, the #1 attendant is responsible for ensuring that all cleaning is completed as scheduled.

The responsible attendant will complete the Cart Barn Opening or Closing Checklist as appropriate, indicating that the necessary scheduled cleaning was completed.

The Golf Professional staff will inspect the Cart Barn daily to ensure that checklists are accurate and that all cleaning is being accomplished in a satisfactory manner.



Cart Barn Cleaning Supplies

You are expected to always keep a par stock of cleaning supplies on hand to complete all Cart Barn Cleaning Procedures properly and in a timely manner.

On Tuesdays of each week, the opening cart attendant will inventory cleaning supplies using a Cart Barn Supplies Inventory and Requisition, Form 510. Blank forms are found in the white 3-ringed binder on the cart supplies shelf. A sample of the form is found at Appendix A4 of this manual.

The completed Inventory and Order Form will be signed and turned in to the 1st Assistant Professional, who will order necessary supplies from the Facilities Manager.



Cart Set-Up Supplies

Not only do golf carts provide members and guests with transportation on the golf course, but they also carry incidental items to enhance their enjoyment of the game.

Each golf cart will be set up with the following:

- Pin placement sheet.
- Scorecard and scoring pencil.
- Cart towels.
- Divot repair bottles filled with sand.

On Tuesdays of each week, the opening cart attendant will inventory cart set-up supplies using a Cart Barn Supplies Inventory and Requisition, Form 510. Blank forms are found in the white 3-ringed binder on the cart supplies shelf. A sample of the form is found at Appendix A4 of this manual.

The completed Inventory and Order Form will be signed and turned in to the 1st Assistant Professional, who will order necessary cart supplies.



Club Storage

Club storage is offered to all Golf and Sports members for an annual fee.

All members who use club storage will be entitled to having their clubs cleaned after each use, as well as an annual inspection for grip wear, rust on shaft or head, loose heads, broken shafts, etc.

Bags of members who use bag storage will have their clubs placed on a golf cart one hour before their scheduled tee time.

Signing Up for Bag Storage. When a member signs up to store his or her clubs, the following must be done:

- The Pro Shop will assign a cart attendant to inventory all clubs in the member's bag using a Club Inventory Sheet, Form 505, found at Appendix A1.
- The cart attendant will verify the spelling of the member's name and member number with the Pro Shop.
- The cart attendant will assign a bag storage location and note it on the Club Inventory Sheet.
- Using the label machine, the cart attendant will put the member's name and member number on a Point Bag Tag and place it on the member's bag. Note: Bag Tags and the labeling machine are kept in the bag storage room.

Once all the foregoing procedures are completed, the cart attendant will turn in the Club Inventory Sheet to the Pro Shop. The Pro Shop will update the Master Club Storage List by alphabetically entering the new member's name. The Master Club Storage List, Form 516, found at Appendix A8, is maintained on the Pro Shop computer in an Excel spreadsheet.



Club Storage, Continued

A printed copy of the updated Master Club Storage List will be returned to the club storage room to be posted on the wall.

All employees are reminded of the absolute need to maintain security of the bag storage room. Members have entrusted their valuable clubs into our care, and we have a responsibility to keep their valuables secure. We can do this by:

- Keeping both doors to the club storage room always locked . You must always keep the keys to club storage room on your person.
- Challenge any unknown persons who enter the barn or are "hanging around" the barn or club storage area.
- The Club has a video recording system to monitor everyone entering or leaving the club storage room.

Placing Bags on Carts

Each day, you must check your copy of the tee sheet and place the bags of members who use bag storage on a golf cart. This will be done before the member arrives to play, usually an hour before the tee time.

The Pro Shop will notify you of any bag storage members who make same day tee times, so that the members' bags can be placed on carts.

Returning Clubs to Storage Room

When members finish playing golf for the day and bring their golf cart back to the barn area, you should remove their clubs from golf cart.



Club Storage, Continued

All club heads will be wiped down with a wet cloth and then dried.

After cleaning, clubs will be placed in the member's assigned slot in the bag storage room.



Beverage Cart

The beverage cart provides an important service to golfers.

The beverage cart will normally operate whenever business levels warrant. The Concession Manager will communicate with the Golf Shop to determine anticipated level of play and schedule the beverage cart accordingly.

Whether the beverage cart operates or not, it is imperative that members and guests are informed of the beverage cart schedule for that day.

If the beverage cart is not operating, cart attendants should suggest to members and guests that they stop by The Turn before going out on the course. The Turn has soft coolers for golfers to pack beverage and snack items to take with them on the course.

Procedures

The Concession Manager will notify the Golf Shop of the beverage cart schedule on a weekly basis. Any changes to the schedule must be communicated to the Golf Shop as soon as they are known.

The golf professional on duty will relay the beverage cart information to all outside golf operations staff so they may inform members and guests.



Lightning

Hundreds of people are killed every year nation-wide due to lightning strikes. Our area of the country is particularly susceptible to severe thunderstorms.

Golfers, because of their exposed position out of doors, are among those most often affected by lightning strikes.

The Club has a responsibility to warn its members and guests of imminent severe weather and to educate members as to their best course of action to avoid lightning hazards.

Procedures

When a lightning hazard is declared:

- A cart staff attendant will be sent to clear the practice range as quickly as possible. Members and guests will be instructed to seek shelter in any of the Club buildings.
- Send an assistant professional or other responsible golf operations employee out in their private vehicle with two air horns.
 - This employee should be instructed to drive up Clubhouse Road as far as the golf cart tunnel between holes 4 and 5, sounding the air horn out the window of his/her vehicle. The air horn should be sounded in three continuous blasts of two seconds each with a one-second pause between blasts (Blast 1-2, Pause-1, Blast 1-2).
 - After reaching the tunnel, the employee should turn around and drive south on Clubhouse Road past the traffic circle to the golf cart crossing between holes 13 and 14, while continuing to sound the air horn to warn golfers.



Lightning, Continued

- After reaching the crossing, the employee should turn around and drive back to the golf shop, continuing to sound the air horn.

When the All Clear is determined by the Golf Professional staff:

- When the lightning hazard has passed as evidenced by no lightning or thunder in the area for 10 minutes, the golf professional on duty will declare "All Clear."
- At this time, a cart attendant will notify golfers that the practice range is open, and another employee will be sent in his/her vehicle with two air horns to sound the "All Clear". This will be done by driving up and down Clubhouse Road while sounding the air horn in continuous blasts of three seconds (Blast 1-2-3, 5-second Pause, Blast 1-2-3).



Review V

List three areas of the barn you must keep clean and their cleaning schedule.

1. _____
2. _____
3. _____

What forms are used to monitor cleaning of the Cart Barn?

What form is used to request additional cleaning and cart set-up supplies?

What day of the week must cart attendants fill out this form? _____

List four things you must do to properly set up club storage for a member.

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

Why should you know the beverage cart schedule?

Who declares a lightning hazard? _____

What is the air horn warning sequence used to warn golfers of a lightning hazard?

What is the air horn warning sequence for "All Clear?"



Golf Cart Cleaning Procedures

The cleanliness of golf carts has a direct impact on members' perceptions of their golfing experience.

It is incumbent that the Club set the highest standards of cleanliness for its golf cart fleet.

Daily Cart Cleaning Procedures

- Remove all trash from cart.
- Glove Compartment. Blow or brush glove compartments to remove any excess debris.
- Brush - when necessary. Use soapy brush to wash off foot tread, tires, bag shelf, and top of canopy.
- Wash - daily after use
 - Spray wash the cart while parked over the drain grate in the cart wash area.
 - Wipe down all surfaces with a cleaning rag.
 - Wipe dry cloth to remove excess water, especially the windshield.
- Windex. Spray Windex on inside and outside of windshield during the cart set-up procedures. Wipe off with clean rag.



Golf Cart Charging Procedures

Golf cart batteries should hold enough charge for two 18-hole rounds. So, on busy days you may use carts twice. It is a good idea to check the dash-mounted warning light to ensure proper charge before sending the cart out on a second round.

If the warning light is lit, it signifies low battery voltage. Such a cart must be recharged before sending it out on the course. If you repeatedly notice this light on a cart, it may indicate a weak battery. Report this to the Golf Shop.

After cleaning carts, back them into their assigned slot in the barn. The decal number of each cart corresponds with a numbered slot in the barn. The numbers designating the slots are located on the wall of the barn. Slots are two deep along each wall. See Cart Barn Golf Cart Storage at Appendix B1 for slot locations.

Turn the cart key to the "Off" position. You may leave the key in the ignition.

Take the charging cord off its wooden cleat and plug it in the cart. The charging receptacle is located on the front riser of the driver's seat.

Plug the charging cord into the receptacle. Do not rock or bend the plug. To connect the charger, plug to the cart receptacle, grasp the plug handle, and push the plug straight into the receptacle.

Allow the cart to charge overnight.

When disconnecting the charger plug prior to using the cart, do not pull on the charger cord. Also do not twist, rock, or bend the plug. Grasp the plug by the handle and pull the plug straight out of the receptacle

Warning: Do not use the charger if:

- The plug is too loose or does not make a good connection.



Golf Cart Charging Procedures, Continued

- The plug and receptacle feel hotter than normal during charging.
- The plug pins or blades, or receptacle contacts are bent or corroded.
- The plug, receptacle, or cords are cut, worn, have exposed wires or are damaged in any way.

Note: When temperatures fall below 65° F, batteries charged in unheated areas should be placed on charge as soon as possible after use. Batteries are warmest immediately after use, and cold batteries require more time to fully charge.



Golf Cart Set-Up

Golf carts will be thoroughly cleaned after each use.

Before staging carts, spray Windex on inside and outside of windshield. Wipe off with clean rag.

Set up each golf cart with the following:

- Pin placement sheet in the Plexiglas holder above the windshield.
- Scorecard and scoring pencil, clipped to the steering wheel. The code to open the doors to the on-course restrooms will be stapled to the scorecard.
- Two cart towels; one placed in each passenger's glove compartment.
- As part of the cart set-up, you must conduct a Pre-Operations Safety Check, found at Appendix A10.



Ball Washer Operation

Clean range balls are an important part of a professional image for our golf operation.

The Wittek ball washer is an expensive piece of equipment that needs to be kept clean and properly maintained to extend its life.

Opening Procedures

Close the tank lid.

Close the drain stopcock.

Follow Operating Instructions:

- Put one cup of Wittek golf ball soap, or a low-sudsing powder detergent into the empty tank and fill with water to prescribed level.
- Make sure rubber latches are securely fastened.
- Machine must be turned on before feeding balls from hopper.
- Remove all rocks, sticks, damaged balls, and other debris from ball hopper.
- Extremely dirty or muddy balls should be cycled through the machine twice.
- Do not leave water in the tank - drain at end of each day.
- Hose down inside of machine as needed.



Ball Washer Operation, Continued

- In case of blockage, the overload protector will automatically shut off the motor to prevent serious damage.

Closing Procedures

- Run machine to empty all golf balls.
- Shut off machine.
- Open stopcock to drain machine. Leave stopcock open after draining.
- Clear any mud or debris out of the bottom of the cleaning tank.
- Hose out the tank.
- Leave the tank lid open overnight to dry out.



Range Picker Operation

The practice range needs to be picked on a regular basis to ensure an adequate supply of range balls and to keep the range looking its best.

The Ball Hawk LT range picker is an expensive piece of equipment that needs to be kept clean and properly maintained to extend its life.

Picking Operation

Maintain vehicle speed of 5-8 mph.

Avoid sharp turns that can turn the front picker section to an extreme angle and create a gap that misses balls. Never drive the picker in reverse gear while the picker is attached to the cart.

The range picker can be used in weather conditions that would prohibit the use of a conventional tire picker. A good rule of thumb would be: If the weather permits golf carts on the turf, proceed to pick the range.

Avoid abrasive surfaces such as paved parking lots, asphalt or concrete, stone or gravel roads, or cart paths.

Clean the picker at the Cart Barn at the end of each day, or more often in extremely wet or muddy condition. Use a mild soap with a moderate flow of water.

Preventive Maintenance Procedures

Lubricate the front wheel and all pillow block bearings weekly or more often depending on use. These hubs are fitted with Zerk fittings for this purpose. Use a lithium axle or bearing packing grease.



Range Picker Operation, Continued

Spray all moving metal contact points with a WD-40 type lubricant every week or more often depending on use.

Grease all Zerk fittings on entire machinery with lithium axle grease or bearing packing grease.

Check all retaining pins and mounting bolts, tie rod ends, shaft collars, and draw bar connections at least once a week or more often depending on usage.

Fill out and sign the Range Picker Maintenance Checklist, Form 518, found at Appendix A9, indicating that all maintenance procedures were completed during the week.

Report any suspected maintenance problems to the Golf Shop when noticed.



Practice Facility Set-Up

Setting up for Daily Use

12 hitting stations will be set up for the beginning of the day on the driving range.

Stations will be set-up on grass that was not hit on recently, that is, has had a chance to grow back, giving members a good hitting surface.

Balls will be set in a pyramid using the stacker.

There will be 10 feet of space between stations.

Bag stands will be 6 feet behind each station.

Club cleaners will be 6 feet behind the bag stands.

Club cleaners will be put at every third stand. Ensure they are supplied with fresh water each day.

Place 2 wire baskets full of range balls about 30 yards below the chipping green and sand bunker. Leave the rotary ball picker near the right side of the green.

Range Ball Replenishment

Dependent upon traffic, the ball supply on the driving range may need to be replenished.

- If so, refurbish each station with clean balls from the extra stock in the cart barn.
- If there are not enough, one of the cart attendants must pick the landing area of the driving range using the range cart.



Practice Facility Set-Up, Continued

The range cart is a caged cart that has an attachment that picks up the golf balls.

- To attach the picker to the range cart, slide the metal bar through the center of the attachment on the range cart.
- After picking the range, run the balls through the ball washing machine, and then run them back out to the range tee.

Reset the chipping green as necessary.

Closing Procedures

Once the practice facilities are closed, remove all balls from the range tee, chipping green, and sand bunkers.

Pick the range every evening, regardless of the supply of balls.

Run all balls through the Ball Washer and determine if there are enough to begin the next day.



Review VI

List three daily cart cleaning procedures.

1. _____
2. _____
3. _____

When should you Windex cart windshields?

Cart batteries hold enough charge for one 18-hole round. (circle one) True False
The charger may be disconnected by pulling the plug out by the cord. True False
The battery warning light indicates a weak charge on the cart. True False

List three items used to set up carts.

1. _____
2. _____
3. _____

The ball washer may be left full of soapy water overnight. (circle one) True False

Why is the ball washer lid left open overnight? _____

What is the rule of thumb for picking the range during inclement weather?

What form is used to document range picker maintenance?

How many hitting stations should you set up on the range? _____

How many feet apart should the stations be? _____

How many baskets of balls should be set up at the chipping green? _____

List the two steps you must follow to close the practice range.

1. _____
2. _____



Cart Towels

Clean cart towels are an expected amenity for our members.

As part of the *Golf Cart Set-Up*, cart attendants will place clean folded cart towels in both glove compartments. Frayed, torn, or otherwise damaged towels will never be put on carts. These towels must be set aside for return to the laundry.

Cart towels are washed in the Club laundry facility in the basement of the *Golf Shop* building.

A dirty hamper will be set up in the cart wash area of the *Cart Barn* to place soiled towels. The hamper bag will be picked up daily by the housekeeping staff and delivered to the laundry.

Fresh towels will be delivered daily to the *Cart Barn*.

Once a month, cart attendants will conduct a *Monthly Linen Inventory* of cart towels. The purpose of this inventory is to ensure that an appropriate supply of towels is always on hand and to track towel replacement rates.

Cart towels should not be used to wash golf carts or for general cleaning purposes in the *Cart Barn*. Appropriate cleaning supplies and tools are provided for this purpose.



Monthly Linen Inventory

Routine inventories are used as a control mechanism to verify the amount of an item on hand, to measure the shrinkage rate, and to ensure that the operation does not run out of the item unexpectedly.

Among the required inventories is a monthly count of the cart towels used on golf carts.

Procedures

Linen inventories will be conducted on or about the last day of each month.

All linen, whether clean or soiled, must be counted.

Work and storage areas must be organized to ensure as quick and efficient an inventory as possible. Techniques to do this include:

- counting and stacking clean linen in standard bundles, i.e., bundles of 10 or 20, allowing quick counts of bundles.
- establishing specified locations for the storage of soiled linen, such as soiled linen bags or carts. Once a bag of soiled linen has been counted by staff, it should be tied and tagged with the linen count.

A Linen Inventory Count Sheet, Form 321, found at Appendix A11, will be used to count bath towels, hand towels, and cart towels.

To ensure an accurate inventory count, it is helpful to have one individual assigned the responsibility of making the count. This way, the Club achieves accountability for the results.



Golf Cart Staging

Staging of golf carts is an important part of the preparation to serve members and guests playing golf.

Cart attendants will get a copy of the tee sheet each morning to see how many golfers are expected and at what times.

Cart attendants should stage two carts for each foursome expected, plus spare carts for an additional 3 to 5 foursomes (six to 10 extra carts). The busier the day, the more carts that should be staged.

On normal days carts will be staged in the staging area in front of the golf shop. See the Cart Staging Area diagram at Appendix B3.

For Monday outings, golf tournaments, and other special golf events, carts will be staged as directed by the Head Golf Professional.

Procedures

To ensure proper Cart Fleet Rotation carts will be pulled from the Cart Barn in numerical sequence starting with the next numbered cart after the last cart used the previous day.

Follow procedures found at Golf Cart Set-Up on page 56 to prepare carts for use.

When setting up and moving carts, you are expected to conduct a Pre-Operation Safety Check, found at Appendix A10.

In readiness for use by members and guests, carts will be parked in the staging area. Carts should be parked in the sequence to be used, i.e., the lowest numbered cart goes out on the golf course first. This will facilitate Cart Fleet Rotation.



Golf Cart Fleet Rotation

The Club leases 72 battery-powered golf carts for use by its members.

Each golf cart has a numbered decal to identify it.

The Cart Barn has striped parking stalls for all golf carts. These parking stalls are also numbered with numbers corresponding to the numbers on carts. Cart attendants will be instructed to park all carts in their assigned stalls.

Each day, sufficient carts will be pulled out of the Cart Barn to provide for the expected level of play. Carts will be pulled out in sequence, beginning with the next numbered cart from the last cart used the previous day.

Cart Attendants will keep track of which carts are used each day by means of a Cart Usage Tracking Sheet, Form 508, found at Appendix A2. This form will be maintained in the Cart Attendants three-ringed binder that is kept on the Supplies Storage Shelves in the Cart Barn.

If any cart is malfunctioning or in need of repair, it will be skipped in the normal rotation and noted on the Cart Usage Tracking Sheet.

Once a month as close to the last day of the month as possible, Cart Attendants will read the charge on each cart with the Battery Usage Meter and record it on a Monthly Cart Battery Usage Report, Form 509, found at Appendix A3. This form will be turned in to the 1st Assistant Professional when completed.



Lost and Found Procedures

Clubs, umbrellas, and clothes are frequently left on the golf course by members and guests. The Club has a responsibility to safeguard these items in case they are later claimed.

Usually lost and found items are found by other golfers and turned in to the Golf Shop or Cart Barn. Sometimes, these items are turned in by golf course maintenance staff.

All lost and found items will be stored in the club repair room of the Cart Barn. Before any item is placed in lost and found, it must be recorded in the lost and found book. The following information must be recorded for each item:

- Date found.
- Description of item.
- Location found, if known.
- Name of person who found it.
- Initials of person who made entry in lost and found book.

If a lost and found item is later claimed, you must record the following with the original entry in the lost and found book:

- Name of person who claimed the item.
- Date claimed.
- Initials of person making the entry.



Lost and Found Procedures, Continued

The Golf Professional staff should periodically use the Club newsletter to remind members that lost and found items are available for them to look for missing items.

Disposal of lost and found items

Items unclaimed after six months may be disposed of in any of the following ways:

- Donation to a charity.
- Put out for members to take free of charge.
- Use in operation as appropriate.

When disposing of lost and found items in this way, a notation must be made in the lost and found book of the ultimate disposition of each individual item.



Review VII

Fray, torn, or damaged towels will never be put on carts. (circle one) True False

The Club washes its own towels. True False

Where should you put soiled towels? _____

List three reasons we conduct linen inventories.

1. _____

2. _____

3. _____

What form is used to conduct linen inventories?

How many carts should be staged for each foursome on the tee sheet?

How many extra carts should be staged?

What form is used to keep track of cart usage to aid in fleet rotation?

Where are lost and found items kept?

List three items of information that must be recorded for each lost and found item.

1. _____

2. _____

3. _____

List three items of information that must be recorded for each item claimed.

1. _____

2. _____

3. _____



Training Critique

The development of training material is an ongoing process. Some things don't work as well as we envisioned. Our members don't respond as we hoped. New things come up. Employees suggest better ways of doing things.

The aim of all our training is to equip you with the right knowledge, skills, and abilities to serve our members well and to help you do your job as professionally and effortlessly as possible.

As a result, we need to hear from you. Tell us what works. What doesn't work. Do you have a better idea? What are our members saying? What are their comments and suggestions?

Provide us with the necessary feedback to make our training current, relevant, helpful, and of the highest possible quality. You and your fellow employees deserve nothing less!

Appendix A1 - Club Inventory Sheet

[illegible]



Appendix A2 - Cart Usage Tracking Sheet

Private Club Performance Management						Cart Usage Tracking Sheet	
						Date: 	
Cart #	Date	Cart #	Date	Cart #	Date	Cart #	Date
1		41		1		41	
2		42		2		42	
3		43		3		43	
4		44		4		44	
5		45		5		45	
6		46		6		46	
7		47		7		47	
8		48		8		48	
9		49		9		49	
10		50		10		50	
11		51		11		51	
12		52		12		52	
13		53		13		53	
14		54		14		54	
15		55		15		55	
16		56		16		56	
17		57		17		57	
18		58		18		58	
19		59		19		59	
20		60		20		60	
21		61		21		61	
22		62		22		62	
23		63		23		63	
24		64		24		64	
25		65		25		65	
26		66		26		66	
27		67		27		67	
28		68		28		68	
29		69		29		69	
30		70		30		70	
31		71		31		71	
32		72		32		72	
33				33			
34				34			
35				35			
36				36			
37				37			
38				38			
39				39			
40				40			

Comments:

Form 508Cart Attendant Signature

Effective: 2/14/00



Appendix A3 - Monthly Cart Battery Usage Report

Private Club Performance Management			Monthly Cart Battery Usage Report		
			Date: <input type="text"/>		
Cart #	Battery Reading	Comments	Cart #	Battery Reading	Comments
1			41		
2			42		
3			43		
4			44		
5			45		
6			46		
7			47		
8			48		
9			49		
10			50		
11			51		
12			52		
13			53		
14			54		
15			55		
16			56		
17			57		
18			58		
19			59		
20			60		
21			61		
22			62		
23			63		
24			64		
25			65		
26			66		
27			67		
28			68		
29			69		
30			70		
31			71		
32			72		
33					
34					
35					
36					
37					
38					
39					
40					
Comments:					

Form 509 Effective: 2/14/00



Appendix A4 - Cart Barn Supplies Inventory & Requisition

Private Club Performance Management						Supplies Inventory & Requisition		
Outlet: Village Barn								
Requested By: 						Date: 		
Approved By: 						Date: 		
Filled By: 						Date: 		
Item #	Cleaning Supplies Description	Container /Count	Par Stock	Invent.	Requis.	Issue Check	Receive Check	Special Notes
1	Trash cans, with wheels	ea	4					
2	Mop bucket	ea	1					
3	Wringer, mop	ea	1					
4	Mop	ea	1					
5	Armor-All	gal	1					
6	Wax, Meguiars Cleaner		1					
7	Rags	bundle/25	100					
8	Ball Washer Soap		1					
9	Squeegees, floor	ea	2					
10	Shammy, Absorbers	ea	2					
11	Trash Can Liners	box	2					
12	Brooms	ea	2					
13	Brooms, street	ea	2					
14	Dustpans	ea	2					
15	Brushes, applicator	ea	6					
16	Sponges	ea	4					
17	WD-40	ea	1					
18	Distilled Water	gal	1					
19	Baking soda	box	1					
20	Container, water	gal	1					
21	Battery protector spray	can	1					
22	Gauge, Tire Pressure	ea	1					
23								
24								
25								
26								
27								
28								
Item #	Golf Cart Supplies Description	Container /Count	Par Stock	Invent.	Requis.	Issue Check	Receive Check	Special Notes
1	Scorecards							
2	Scoring Pencils							
3	Pin Placement Sheets							
4	Divot Bottles							
5	Divot Sand							
6								
7								
8								
9								
10								
Issue Signature: 						Date: 		
Receive Signature: 						Date: 		
Form 510						Effective Date: 2/14/00		



Appendix A6 - Cart Barn Closing Checklist

Private Club Performance Management		Cart Barn Closing Checklist
To be completed and signed at the end of every shift		
	Item	
	Return all staged carts to barn	
	Empty trash from carts	
	Clear dirty cart towels and place in hamper	
	Check tire pressure, fill as necessary	
	Park carts in designated stalls	
	Note last cart used on Cart Usage Sheet	
	Pick range balls from range and chipping green.	
	Wash range balls as necessary.	
	Remove trash can liners from trash cans. Replace liners.	
	Take trash to dumpsters	
	Clean walkways, porch, steps, patio, Village Square entry, cart staging area.	
	Sweep cart supply and wash areas.	
	Empty and clean out ball washer. Leave tank lid open.	
	Put members' clubs away	
	Detail six golf carts.	
	Record numbers of completed carts:	
	Close and lock barn doors	
	Clock out	
	Lock doors to club storage and club repair rooms	
	Turn off lights	
	Turn on security system	
	Exit and lock entry door	

Attendant's Signature: _____ Date: _____



Appendix A7 - Cart Barn Cleaning Checklist

Private Club Performance Management		Cart Barn Cleaning Checklist
To be completed and signed at the end of each month.		
Item		
Daily Cleaning		
<input type="checkbox"/>	Every day - Sweep aisles between cart stalls	
<input type="checkbox"/>	Every day - Sweep cart supply and wash areas	
<input type="checkbox"/>	Every day - Empty and clean ball washer	
<input type="checkbox"/>	Every day - Wash and wipe dry all carts	
<input type="checkbox"/>		
<input type="checkbox"/>		
Weekly Cleaning		
<input type="checkbox"/>	Tuesdays - Sweep cart stalls 1-20	
<input type="checkbox"/>	Tuesdays - Wipe off cart supply shelves	
<input type="checkbox"/>	Wednesdays - Sweep cart stalls 21-36	
<input type="checkbox"/>	Wednesdays - Wipe off cart cleaning shelves	
<input type="checkbox"/>	Thursdays - Sweep cart stalls 37-54	
<input type="checkbox"/>	Thursdays - Sweep club storage and club repair rooms	
<input type="checkbox"/>	Sundays - Sweep cart stalls 55-72	
<input type="checkbox"/>	Sundays - Sweep north apron and south flagstone steps and sidewalk	
Monthly Cleaning		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
1st Asst. Golf Professional's Signature: _____ Date: _____		

Form 514 Effective: 2/15/00



Appendix A8 - Master Club Storage List

Private Club Performance Management				Master Club Storage List	
Date Updated: <input type="text"/>					
Bag Slot	Member Name	Bag Slot	Member Name	Bag Slot	Member Name
1		37		73	
2		38		74	
3		39		75	
4		40		76	
5		41		77	
6		42		78	
7		43		79	
8		44		80	
9		45		81	
10		46		82	
11		47		83	
12		48		84	
13		49		85	
14		50		86	
15		51		87	
16		52		88	
17		53		89	
18		54		90	
19		55		91	
20		56		92	
21		57		93	
22		58		94	
23		59		95	
24		60		96	
25		61		97	
26		62		98	
27		63		99	
28		64		100	
29		65		101	
30		66		102	
31		67		103	
32		68		104	
33		69		105	
34		70		106	
35		71		107	
36		72		108	

Form 516-1

1st Asst. Golf Professional's Signature

Effective: 2/14/00



Appendix A9 - Range Picker Maintenance Checklist

Private Club Performance Management		Range Picker Maintenance Checklist
To be completed and signed at the close of business on Sundays.		
Item		
Daily Cleaning		
<input type="checkbox"/>	Every day - Clean Picker - Tuesday	Initials:
<input type="checkbox"/>	Every day - Clean Picker - Wednesday	Initials:
<input type="checkbox"/>	Every day - Clean Picker - Thursday	Initials:
<input type="checkbox"/>	Every day - Clean Picker - Friday	Initials:
<input type="checkbox"/>	Every day - Clean Picker - Saturday	Initials:
<input type="checkbox"/>	Every day - Clean Picker - Sunday	Initials:
Weekly Preventive Maintenance		
<input type="checkbox"/>	Lubricate front wheel & all pillow block bearings w/ lithium axle grease	
<input type="checkbox"/>	Spray all moving metal contact points w/ WD-40	
<input type="checkbox"/>	Grease all Zerk fittings w/ lithium axle grease	
<input type="checkbox"/>	Check all retaining pins	
<input type="checkbox"/>	Check all mounting bolts	
<input type="checkbox"/>	Check all tie rod ends	
<input type="checkbox"/>	Check all shaft collars	
<input type="checkbox"/>	Check draw bar connections	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
Attendant's Signature: _____ Date: _____		
Form 518		
Effective: 2/25/00		



Appendix A10 - Golf Cart Pre-Operation Safety Check

Private Club Performance Management		Golf Cart Pre-Operation Safety Check
Carts must be checked prior to staging.		
	Item	
<input type="checkbox"/>	Vehicle Warning Decals	
<input type="checkbox"/>	Lightning Warning Decal (on windshield)	
<input type="checkbox"/>	Driver/Passenger Warning Decal (center of dashboard)	
<input type="checkbox"/>	Operating Instructions Decal (on steering wheel)	
<input type="checkbox"/>	Motor Braking Decal (center of vehicle, below dashboard)	
<input type="checkbox"/>	General	
<input type="checkbox"/>	All parts in place and properly installed.	
<input type="checkbox"/>	All nuts, bolts, and screws are tight.	
<input type="checkbox"/>	Any unusual noises, such as squeaks and rattles?	
<input type="checkbox"/>	Tires	
<input type="checkbox"/>	Visually inspect for wear and damage.	
<input type="checkbox"/>	Check for proper tire inflation (18-20 psi).	
<input type="checkbox"/>	Batteries	
<input type="checkbox"/>	Check electrolyte level (at least 1/2 in. above plates).	
<input type="checkbox"/>	Battery posts. Wire should be tight and free of corrosion.	
<input type="checkbox"/>	Battery - check the battery charge light. Is it illuminated?	
<input type="checkbox"/>	Performance Inspection	
<input type="checkbox"/>	Brake system - when fully depressed under moderate pressure, the pedal	
<input type="checkbox"/>	should not go more than halfway to floor. Vehicle should come to a	
<input type="checkbox"/>	smooth, straight stop within 14 feet.	
<input type="checkbox"/>	Park brake - does it hold the cart still? Does it release properly?	
<input type="checkbox"/>	Reverse warning buzzer - does it sound in reverse?	
<input type="checkbox"/>	Steering and linkages - does cart steer easily without excess play?	
<input type="checkbox"/>	Proper acceleration - with key switch on and forward/reverse switch in	
<input type="checkbox"/>	forward position; as accelerator pedal is depressed, the motor	
<input type="checkbox"/>	should start and the vehicle should come up smoothly to speed.	
<input type="checkbox"/>	When pedal is released, it should return to original position and	
<input type="checkbox"/>	motor should stop.	
<input type="checkbox"/>	Maximum speed - is the cart sluggish & seem without power?	
<input type="checkbox"/>		
<input type="checkbox"/>		

Form 527 Effective: 3/9/00



Appendix A11 - Linen Inventory Count Sheet

Private Club Performance Management

Linen Inventory Count Sheet

Department:	Date:
Count Conducted by:	Signature:

Item	Location #1	Location #2	Location #3	Location #4	Location #5	Location #6	Total Count
Bath Towels							
Hand Towels							
Cart Towels							

Form 321

Department Head Signature

Effective: 1/1/00

Club Resources International

Linen Inventory Count Sheet

Department:	Date:
Signature:	

Item	Location #1	Location #2	Location #3	Location #4	Location #5	Location #6	Total Count
Bath Towels							
Hand Towels							
Cart Towels							

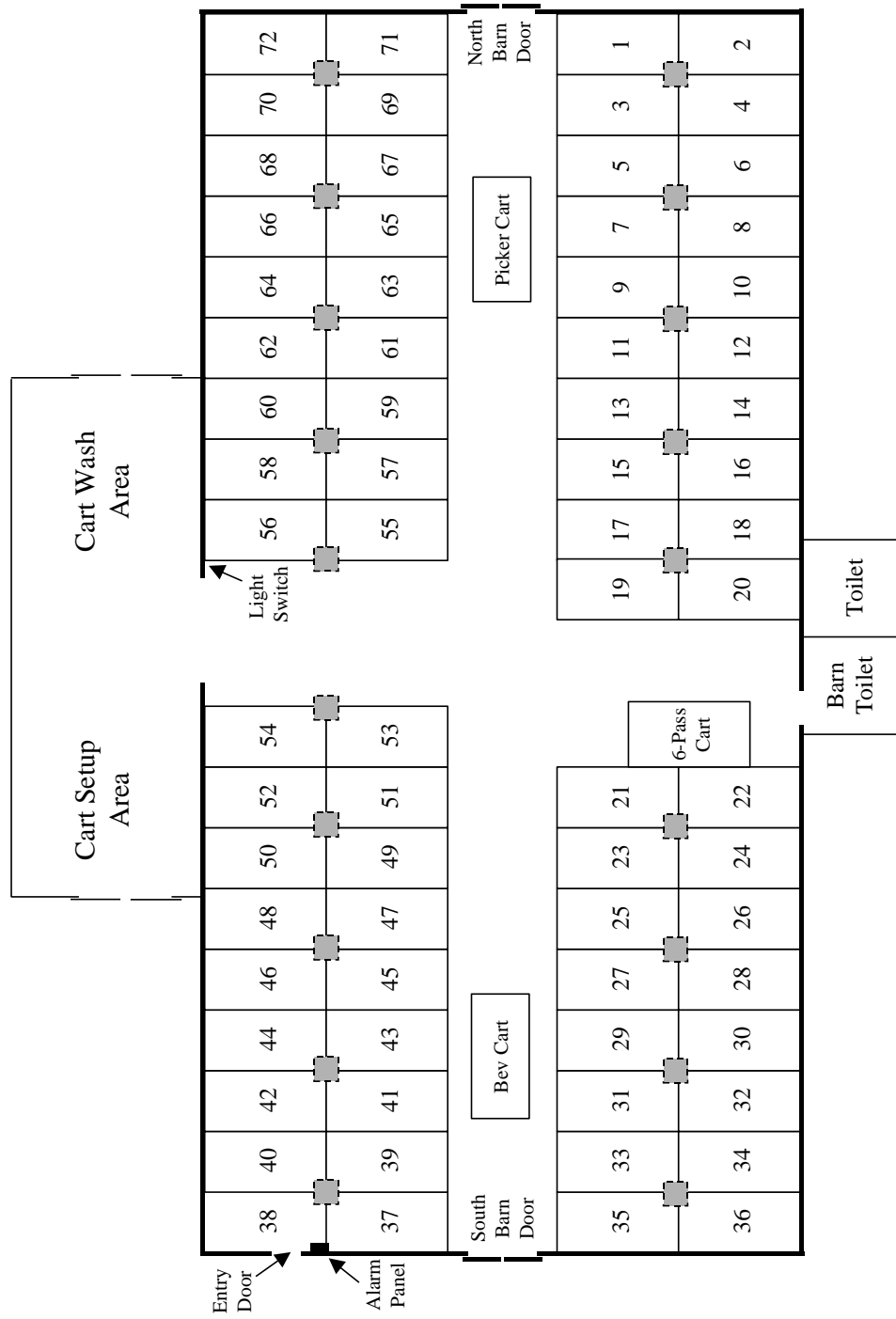
Form 321

Department Head Signature

Effective: 1/1/00

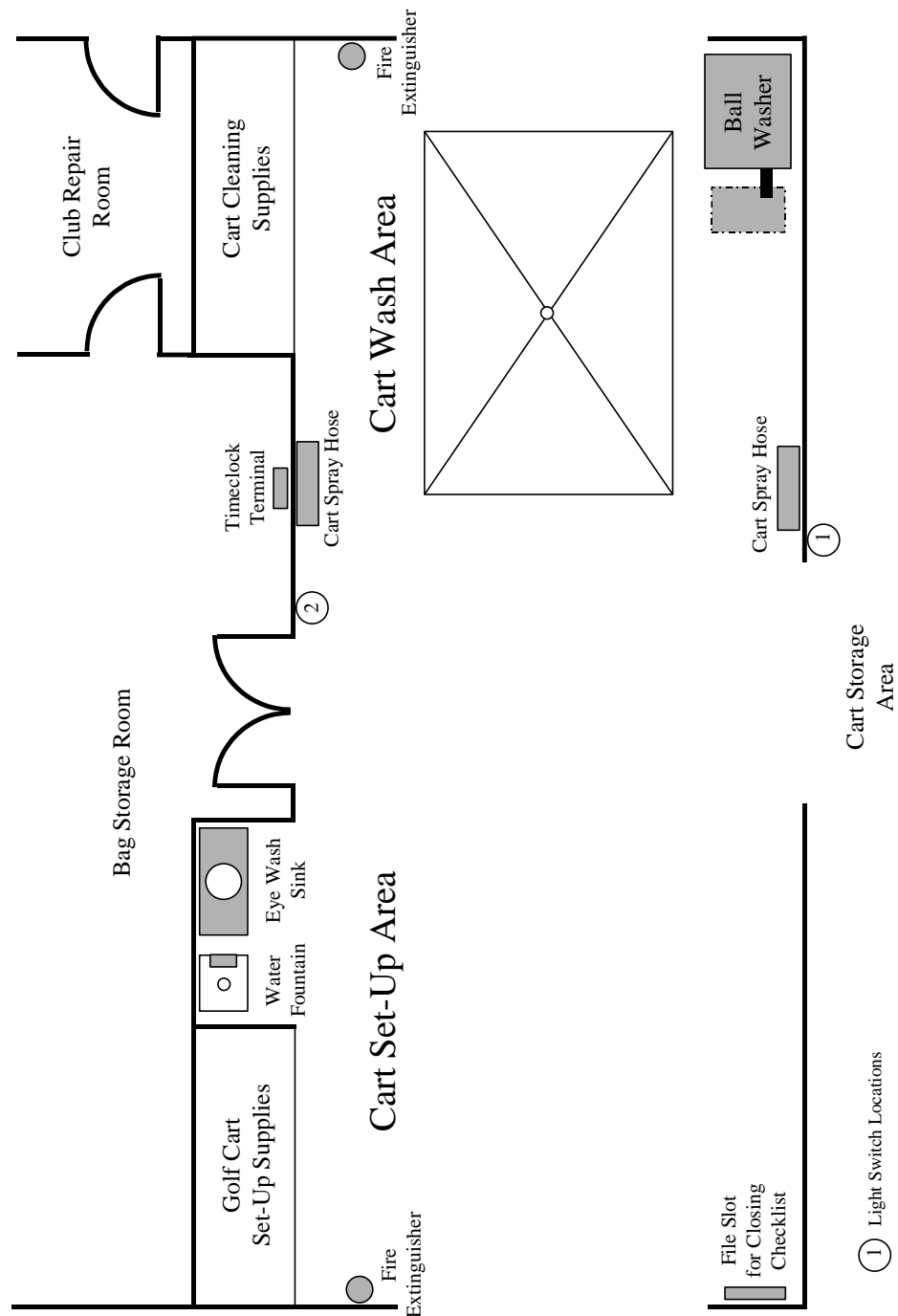


Appendix B1 - Cart Barn Golf Cart Storage



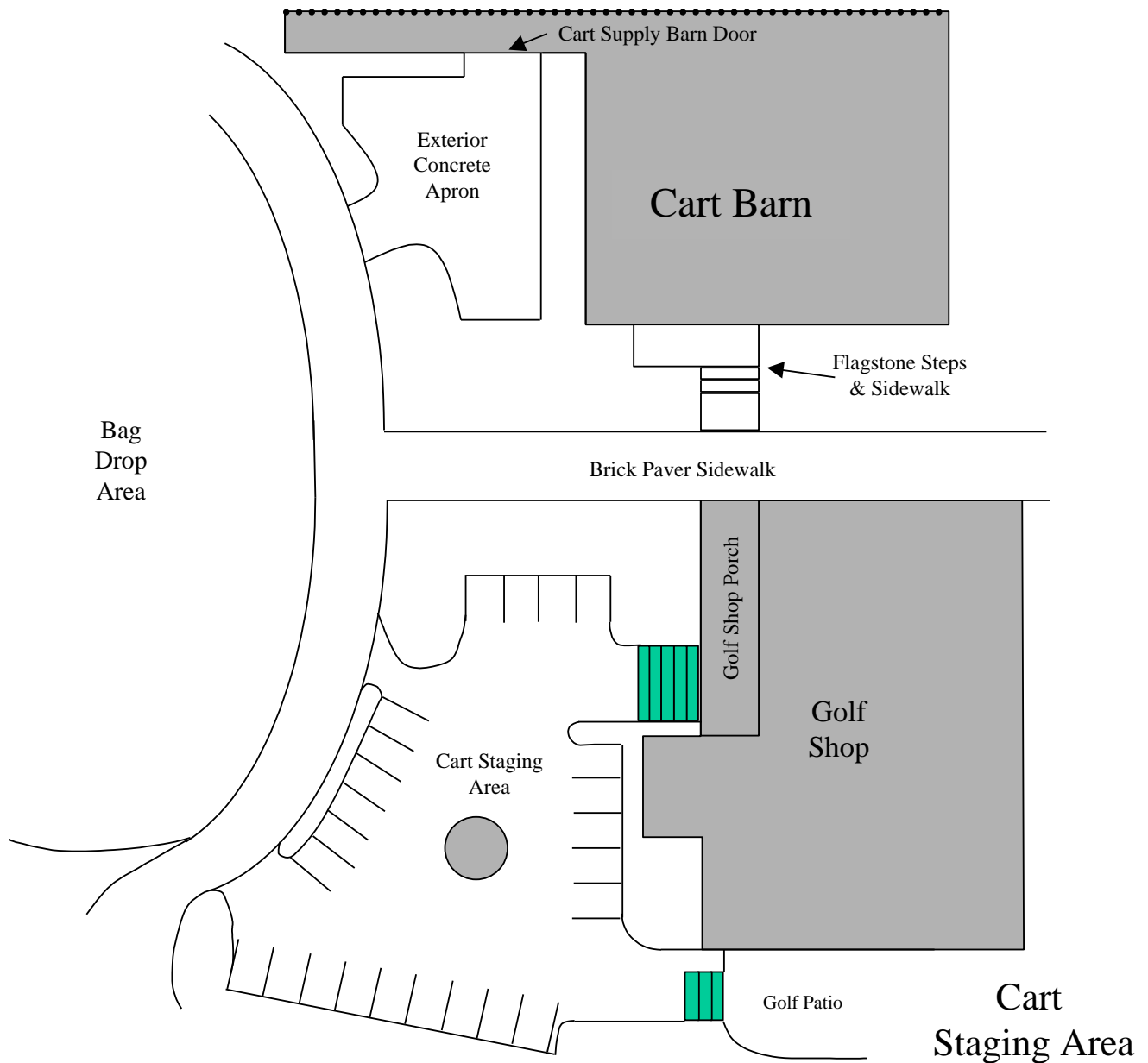


Appendix B2 - Cart Barn Cart Supply & Wash Areas





Appendix B3 - Cart Staging



About the Author

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Master of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional luxury-budget hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.