



Private Club Performance Management



Beverage Cart Attendant Training Manual

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Table of Contents

Purpose1
Responsibilities 2
Background 3
Appropriate Dress for Your Position 4
Your Attitude 5
 Review I 6
Information and Expectations 7
Responsible Beverage Service 13
Equipment, Tools, & Supplies 16
 Review II 18
Getting Started 19
Making the Rounds 20
Breaks and Resupply 22
Finishing the Day 23
Cart Inventory 24
Recording Sales 25
 Review III 26
Member Service 27
Potentially Difficult Situations 29
Golf Etiquette 30
Threatening Weather 31
Safety 32
Special Touches 33
 Review IV 34



Table of Contents, Continued

Training Critique	35
Appendices	
A - Sample Daily Sales Sheet	36
B - Sample Issue Sheet	37





Purpose

The purpose of this training manual is:

- to train you in the knowledge, skills, and abilities necessary to properly perform your duties,
- to imbue you with 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 Dining Services Manager is responsible for properly and completely training you for your position.

It is your responsibility:

- to diligently apply yourself to mastering the material presented in this manual, and
- to notify the Dining Services Manager of any difficulties encountered in the performance of your duties that might require modification of Beverage Cart 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

Private Clubs create a special environment for their 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 they 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. Another service we offer is the Beverage Cart.

Your role as a Beverage Cart Attendant is to provide on-course refreshment service to our members and their guests with minimal distraction to their game. To do this properly, there are a few 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 and ease.



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 Beverage Cart attendants is as follows:

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

Dress Do's and Don'ts:

- Clothing must be clean and unwrinkled.
- Shirrtails must be tucked in.
- Please do not wear excessive jewelry or makeup.
- If you wear a cap, wear it properly - not backwards.
- Skirts or shorts must not be too short. Hemlines several inches above the knee are acceptable.



**Private Club
Performance
Management**

Beverage Cart Attendant

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. _____

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

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?



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. Your Supervisor 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 her at an appropriate and convenient time.

In the absence of your Supervisor, the duty manager or other assigned supervisor assumes direction of your operation.

Food and Beverage Standards

All food and beverage items served in the Club are prepared and presented according to well-defined and pre-established standards.

The purpose and benefit of standardization is consistency. All food service employees are expected to familiarize themselves with and consistently meet those standards.



Information and Expectations, Continued

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.
- 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.



Information and Expectations, Continued

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.

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.

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

Any employee who misses a shift without calling or without a valid excuse will face appropriate disciplinary action.

Drinking or Use of Non-prescribed Drugs

No employee may consume an alcoholic beverage while on duty.



Information and Expectations, Continued

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 in a food service facility is a sanitation violation due to the hand-mouth contact involved. At no time may employees smoke in food service production or service areas.

Smoking is permitted only in designated smoking areas during your break or after your shift has ended. Beverage Cart Attendants must not smoke where they may be seen by members.

Use of Facilities

Employees are not allowed to use the facilities and services of their workplace while working. This means you should not sit at those tables outside the Turn House that are for member use, i.e., those tables on the service window side of the building.

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

The telephones within the Club are for business purposes and unnecessary or excessive personal use of phones may interfere with that business.

Reasonable use of telephones for personal reasons such as to call your spouse or children, is permitted at the discretion of your Supervisor. However, you should



Information and Expectations, Continued

discourage your friends from calling you when you are working unless necessary. If you have a cell phone, make sure the ring tone is turned off while working.

Monetary Responsibilities

Every food and beverage item must be recorded on the point-of-sale (POS) system. There can be no exceptions to this policy.

The Club accepts member charges and various credit cards for payment. As a food service employee, it is your responsibility to ensure that all members are properly charged for food, beverages, and other items consumed. Your attention to this important matter will ensure the continuing profitability of the Club.

Removing Items from the Premises

It is the policy of the Club that:

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

"Grazing"

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



Information and Expectations, Continued

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 food service 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 servers 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

Everyone in a food service operation is responsible for the quality of what we prepare and serve. The Turn House Attendant has a special responsibility in that he or she is the last person to handle the food or drink before presenting it to members.

As a result, it is extremely important for you to be alert to the food and drink you are serving. If it doesn't look or smell right, don't serve it and show it to your Supervisor as soon as you are able.

Further, Club food service employees use a series of quality inspection checklists as reminders of some of the important aspects of providing quality to our members. These checklists are of no use if you fill them out in an automatic manner without taking the time to check the items on the list. Your cooperation will help us provide the quality that our members expect.



Responsible Beverage Service

Serving alcohol is a privilege that is granted by the State of North Carolina. Along with this privilege comes the duty to operate our business in a responsible manner. Abuse or neglect of this privilege could jeopardize public safety and cause considerable liability to both the Club and you personally.

You are required to refuse service or cease serving an intoxicated member. Signs that a person may be intoxicated include the following recognizable behavioral characteristics:

- Slurred or thick-tongued speech.
- Inability to focus eyes.
- Glassy, bloodshot eyes.
- Strong smell of alcohol on breath.
- A change in behavior such as impulsive aggression or loss of inhibition, becoming more/less talkative, or alternating silent/loud voice.
- Change in color of facial skin - turning pale or flushed.
- Loss of physical motor skills - staggering or stumbling when walking or spilling drinks or food.
- Use of abusive language, questioning your performance, speaking profanity, or bragging.
- Exaggerated emotional outbursts - crying or loud laughing.
- A blank or dazed facial expression.



Responsible Beverage Service, Continued

- An obvious impairment of judgment.
- Conduct that is annoying to other members.

If you are at all in doubt, it is better to err on the side of caution. Usually when someone is drinking heavily, you'll be aware of the potential problem before it is necessary to refuse service. If you are unsure or uncomfortable refusing service to a member, call for management assistance.

The Law

It is against the law to serve alcohol to an intoxicated person.

It is against the law to serve alcohol to a minor, that is, someone under the age of 21.

It is against the law to serve alcohol to the point of intoxication.

It is against the law to serve alcohol before noon on Sundays.

Checking ID's

You must request ID from anyone who looks under the age of 30 years old and orders alcohol.

Accept only legal forms of ID.

Acceptable Forms of ID

- Valid Driver's License.
- Valid Passport.



Responsible Beverage Service, Continued

- US Active-Duty Military ID.
- Official personal ID card with photo accompanied by another form of identification.

Things to Remember when Checking ID's

- Carefully look for any difference in the card's type, size, style, or color.
- Make sure to compare the physical description with that of the member.
- Look for alterations in the ID such as cuts or erasures in the laminate by holding up the card to the light.
- Never accept an ID card that is not familiar to you.



Equipment, Tools, & Supplies

The Beverage Cart is your primary piece of equipment. Check it out from the Cart Barn. Take care of it.

Make sure it:

- Is clean and presentable. Hose off and wipe down as necessary.
- Has enough gas - at least a half a tank. If not, drive the cart to the Golf Course Maintenance Compound (between the 1st and 10th tees) and fill up the cart.
- In a good state of repair. Report any perceived problems to your Supervisor.

Get a radio from the Turn House. Test it to ensure you have clear communication with Pro Shop.

You must have all necessary supplies. If you do not have any of the following, see your Supervisor:

- Several working pens for members to sign charge slips.
- A small clipboard upon which charge slips will be presented to members for signature.
- Charge slips.
- A large clipboard for tee sheet, Time of Play Chart, and other papers.
- A Beverage Cart Daily Sales Sheet, Form 407.
- Sunscreen, if sunny.



Equipment, Tools, & Supplies, Continued

- An umbrella, if threatening rain.
- Several empty plastic trash bags.
- Several clean towels. *Get these from the cart staff.*

You must get a copy of the tee sheet for the day and a Time of Play Chart from the golf Pro Shop. Place these on the large clipboard. Note which members and any VIPs on the course - Always greet these individuals by name.

Inform Pro Shop that you are on duty and the hours you'll be operating the Beverage Cart. Any changes or deviations to this schedule must be communicated to the Pro Shop staff. This is important so that the Pro Shop can notify cart attendants whether the Beverage Cart is on the course. If it is not, golfers may want to stop at the Turn House before proceeding out on the course.



Review II

Give two indications of intoxication?

1. _____
2. _____

List four actions that are against the law when it comes to serving alcohol.

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

Under what apparent age, must you check a player's ID? _____

List three forms of acceptable ID.

1. _____
2. _____
3. _____

Where should you go to get gas for the Beverage Cart? _____

With whom do you test your radio to ensure clear communication? _____

List two items you must get from the Pro Shop daily.

1. _____
2. _____

List three items of supply that you must carry on the Beverage Cart.

1. _____
2. _____
3. _____



Getting Started

Arrive on time and in proper attire. Punch in at the Cart Barn.

Get Beverage Cart. Check gas.

Drive to Turn House. Park cart on right side of concrete apron, ensuring that you do not block access to the rest rooms.

Draw inventory from Turn House Attendant. The Turn House Attendant is responsible for keeping track of all issues, reissues, and returns on a Beverage Cart Issue Sheet, Form 406. At the end of the day, your Beverage Cart Daily Sales Sheet will be compared to the Issue Sheet.

Ice up cart. Use ice scoop. Place scoop in the scoop slot in the ice bin when not in use.

Make sure you have a least 50 blank charge slips. If not, draw additional slips from Turn House.

Weather related items:

- When temperatures are forecasted for 60 degrees or below, fill air pots with coffee and hot water for tea. Also, stock creamer, sugar, stirrers, coffee cups, and lids for hot beverage service. These items are available at the Turn House.
- When temperatures are forecasted for 85 degrees or more, stock rolled towels in cooler of iced water. Extra towels are available at the Cart Barn.

Make sure you have a fresh menu on a clipboard to present to members. If dog-eared, dirty, or otherwise unsightly, replace menu with new one. Extra copies of the Beverage Cart menu are kept at the Turn House.

Call Pro Shop on radio and inform them that you are heading out on the course.



Making the Rounds

Note your start time on the Beverage Cart Daily Sales Sheet.

When driving the course, always drive against the flow of traffic, i.e., drive the course backwards. On your first round in the morning, start at hole #9 and drive the course backward to hole #1. Since play usually starts at 8 a.m., the first golfers to tee off in the morning will take approximately 2+ hours to play the front nine. Up until 10 a.m. or a little after, no one should be on the back nine.

Continue to make rounds of the course, starting at hole #18 and working back to hole #1.

Keep track of all sales by placing a tick mark on the Beverage Cart Daily Sales Sheet. See Appendix A for a sample Daily Sales Sheet.

Do not leave your cart unsecured and unattended.

Notify the Pro Shop whenever you leave the course.

Whenever you pass the on-course restrooms (between holes #4 & 5 and #13 & 14), stop and check on their cleanliness. Pick up trash and straighten as necessary. If restrooms are out of supplies (toilet paper, soap, hand towels) or need major cleaning, report this to the Pro Shop via the radio.

If you need help of any sort, radio the Pro Shop.

Notify Pro Shop by radio if you notice any delays in play, i.e., empty holes followed by several groups bunched up with players having to wait to hit their next shot. A major irritant for golfers is slow play. By monitoring speed of play on the golf course, you help the professional staff head off complaints.



Making the Rounds, Continued

On your last round of the day, inform golfers that this is your last pass. Give them a last call for the Beverage Cart.

Notify Pro Shop when you are heading in for the day.

At the end of the day, note your end time and tally all sales by item. Multiply the sales price of each item by the number sold to determine total sales by item for the day. Add all item sales to compute Total Sales for the day. Divide Total Sales for the day by your total time to find your sales per hour.

You are responsible for accurately keeping track of all sales and correctly computing the day's sales and sales per hour statistic.



Breaks and Resupply

If you need to use the rest rooms while working, you may use those on the course or at the Turn House but wait until golfers pass the rest stops so as not to interfere with members' use of rest rooms.

Return to Turn House to restock as necessary.

After each complete round of the course, you may take a 10-minute break at the Turn House. Please do not sit at the tables on the service side of the Turn House, as these are reserved for members' use.

You are entitled to an employee meal during your shift. Please return to the Turn House to consume your meal. Your Supervisor will explain the employee meal policy to you.



Finishing for the Day

Return to Turn House and break down cart; that is, put everything away. Return unsold items to the Turn House Attendant. The Turn House Attendant will complete the Daily Inventory Sheet.

Using the Turn House point-of-sale terminal, enter all charge tickets into the computer. Avoid interfering with the Turn House Attendant's servicing of members. Initial each charge ticket as it is being entered to indicate that you have entered it.

Place all charge tickets and the completed Beverage Cart Daily Sales Sheet in the clear plastic zippered bag. Turn these items in to the golf Pro Shop.

Take the Beverage Cart to the Cart Barn and clean the cart with pressure washer and damp cloth. Use a clean, dry towel to wipe down vehicle, including the top.

Park the Beverage Cart in its designated space in the Cart Barn.

Punch out at Cart Barn.

Thank you for your help today and thank you for all the service you rendered our members!



Cart Inventory

A standard par stock of inventory has been developed for the Beverage Cart and is shown at Appendix B. The standard par stock will comprise the initial issue of inventory from the Turn House. Additional stock can be drawn as necessary from the Turn House.

Additional items to carry on the cart for issue to members at no charge: band-aids, tees, pencils, and scorecards. These items are available in the Pro Shop.

Additional items to carry on cart to sell: Sunscreen (during the summer season), antacid, aspirin, and extra sleeves of golf balls. These items are also available in the Pro Shop.

The Turn House Attendant is responsible for keeping track of Beverage Cart inventory items issued and returned.



Recording Sales

The Club does not accept cash. All purchases from the Beverage Cart must be by member charge.

All items sold must be recorded on a charge slip. Avoid letting members and guest reach into the cart for the items they want. This may not always be possible, but you are responsible for accurately recording sales, and it can be difficult to keep track if they are grabbing for things.

Members and their guests are required to sign a charge slip for all items purchased from the Beverage Cart.

A 15% service charge and 6% sales tax are added to the price of each item on the cart.

You are responsible for all your sales. You do this by tracking all items sold on your Beverage Cart Daily Sales Sheet. At the end of the day, you are further responsible for entering all sales into the point-of-sale computer at the Turn House.

Both the Inventory Issue Sheet and Daily Sales Sheet will be compared by your Supervisor to ensure accuracy and accountability.



Review III

Where should you punch in? _____

Where do you draw the Cart inventory? _____

What are the two weather-related items we carry on the Beverage Cart and when?

1. _____

2. _____

Whom do you notify when you are heading out onto the course? _____

When heading out prior to 10 a.m., where do you start? _____

Where are the on-course rest rooms? _____

What must you do whenever you pass them? _____

Where do you restock your inventory? _____

Where must you eat your employee meal? _____

Who is responsible for completing the Beverage Cart Daily Inventory Sheet?

What form are you responsible for completing? _____

List three items carried on the Cart for members at no charge.

1. _____

2. _____

3. _____

What method of payment is accepted on the Beverage Cart? _____

What must all sales be recorded on? _____

What is the service charge percentage added to all purchases? _____

Where is the point-of-sale terminal you must use to enter all charge slips?



Member 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.

Get out of the cart when anyone approaches. Do not remain seated when speaking to a member or guest. Do not let approaching members see you slouched on the seat with your feet up.

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

Speak to members. Be engaging. Develop your own "patter" or phrases that you're comfortable with in speaking to members. For example:

- "Good afternoon, gentlemen! What may I get you?"
- "It's hot today! How about some iced water?"
- "I've got some hot coffee to warm you up on this chilly morning!"

Cheerfully greet any players. If you know their name, greet them as Mr. Smith or Mrs. Jones, etc. Refer to the copy of the Tee Sheet to help recognize members by name.

Be prepared to tell them what you have on the cart. This means that you need to keep track of your inventory. Don't ever be in a position of offering a brand and then apologizing because you're out of it.

When they sign a charge slip, make sure you can read their name. If you can't, ask them politely to tell you their name. Once you associate a name with a face, try to remember the name in the future. Print the member's name on the charge slip.



Member Service, Continued

After they have signed their charge slip, thank them, and wish them a good day or a good round, etc.

If someone tries to pay with cash, politely inform him or her that sales are by member charge only. You might also add that you do not carry any cash with which to make change.

If you get a request for something we don't carry, note it in the "comments" section of the Beverage Cart Daily Sales Sheet.

If someone complains to you about anything (even if it doesn't have anything to do with Beverage Cart service), note it in the "comments" section of the Beverage Cart Daily Sales Sheet.



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:

Intoxicated Member or Guest on Golf Course

Earlier in this manual we discussed Responsible Beverage Service and the requirement that you not serve someone who, in your judgment, is intoxicated. If you encounter a member or guest who appears intoxicated or who is getting close, radio the Pro Shop and ask for management assistance.

Slow Play

Should you notice gaps in the groups playing golf with following golfers bunched up waiting to hit, or if a member or guest complains to you about slow play, radio and inform the Pro Shop.

Complaint from Member or Guest

If a member or guest complains to you about anything, 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 the Pro Shop or your Supervisor as appropriate.

Members Taking Coolers onto the Course

Club rules require all food and beverages consumed on Club premises to be provided by the Club. This means that members may not take coolers of beverages onto the golf course. If you become aware of a member doing this, please remind them of this requirement. If they do not respond to your reminder or if you are uncomfortable with this situation, notify your Supervisor as soon as possible.



Golf Etiquette

Practice good golf etiquette when driving the cart.

- Stop for groups who are hitting the ball. Always stop a good distance away and stay out of the line of any shot. Avoid being in the field of vision of players who are hitting the ball as this may distract them during their swing.
- Allow your engine to shut off when players are hitting. The noise may also prove to be a distraction.
- Do not talk if players are hitting or putting. If asked a question by a member while others are hitting, answer quietly so as not to disturb play.
- Pay attention. Be knowledgeable. Be prepared to answer any questions a member or guest may have.



Threatening Weather

Frequent thunderstorms in this area during certain seasons pose a hazard to golfers and others who are outdoors and unprotected.

Should a thunderstorm threaten (as evidenced by low dark clouds, thunder, and lightning), you should:

- Drive the Beverage Cart to the nearest of the following:
 - North restrooms (between holes #4 and #5),
 - South restrooms (between holes #13 and #14),
 - Turn House, or
 - Cart Barn.
- Pull the cart under the shelter of the roof of one of these structures or, if there is insufficient room, leave the cart in the open and go under the roofline yourself.

If there is immediate danger of thunder and lightning, leave the cart and find the lowest spot of ground and lie down in that spot. Do not stand under trees as their height may attract a lightning strike.



Safety

You are responsible for the safe operation of the Beverage Cart. The Cart is a heavy and powerful piece of equipment and must be driven with care. Careful driving will prevent accidents, possible injuries to you and others, and damage to the Cart.

Some tips for the safe operation of the Cart:

- Do not speed - especially going down hills or around curves. You're driving in circles, so there is no reason to hurry!
- Always keep the Cart on the cart paths , except when it is appropriate to pull off to let players' carts pass.
- Put the parking brake on anytime you stop and get out of the Cart. The parking brake is engaged by depressing the top of the brake pedal.
- Do not drive over curbs or other obstacles.
- If you must back up, look behind to make sure you will not hit or run over anybody or anything. This is particularly important if children are around or you are in the parking lot.



Special Touches

There are some small, yet special touches that demonstrate your commitment to service. This list is by no means all-inclusive, and we welcome your ideas on ways to provide other "special touches."

- Use a clean towel to wipe off beverage cans before giving them to members.
- If players look hot or tired, offer them a wet towel. Wring excessive water out of towel before handing it to them.
- If you are out of a product that a member wants, make a point of getting some of that product the next time you pass the Turn House. When you see the member again, inform him or her that you now have the requested item.
- If appropriate, offer your umbrella to a member who does not have one. You can get it back later.
- If a player hits a shot into the woods and you see where it went, wait there and point it out for him or her. This is important as you will be asked frequently if you saw where someone's ball went.
- If you find a golf club on the course, backtrack to see if anyone in the previous few groups lost a club. If you cannot find the owner, call the Pro Shop to tell them you found a club, on which hole it was found, and what make of club it is. Turn the club into the Pro Shop the next time you pass by.
- Be creative in trying to meet special requests. Call the Pro Shop or your Supervisor for help, if necessary.



Review IV

May you solicit a tip? _____

If offered a second time after first refused, may you accept a tip? _____

List two ways that you can use to learn members' names.

1. _____
2. _____

List three things you can do to practice good golf etiquette.

1. _____
2. _____
3. _____

What should you do if there is an immediate danger of thunder and lightning?

List three safe practices to be used when driving the Beverage Cart.

1. _____
2. _____
3. _____

List three special touches you can use with members and guests.

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 A - Sample Daily Sales Sheet

Private Club Performance Management					Beverage Cart Daily Sales Sheet	
Date: October 7, 1999		Start Time: 9:30			End Time: 6:00	
Day of Week: Thursday		Total Time: 8.5				
Item	Tick Marks	Units Sold	Sales Price	Total Sales	Variance Im Issue Sheet	
1 Lemonade		3	1.00	3.00	1	
2 Water	\	7	1.00	7.00	2	
3 Gator, LL	\	6	2.00	12.00	3	
4 Citrus		3	2.00	6.00	4	
5 Kiwi		4	2.00	8.00	5	
6 Riptide		1	2.00	2.00	6	
7 Coke	\	5	1.00	5.00	7	
8 Diet Coke	\	6	1.00	6.00	8	
9 Pepsi		4	1.00	4.00	9	
10 Diet Pepsi		2	1.00	2.00	10	
11 Tea		1	1.00	1.00	11	
12 Sprite		2	1.00	2.00	12	
13 Mr. Pibb		2	1.00	2.00	13	
14 Bud	\	6	2.50	15.00	14	
15 Bud Ice	\	5	2.50	12.50	15	
16 Bud Light	\ \ \	18	2.50	45.00	16	
17 Miller Lite	\ \ \ \ \ \	31	2.50	77.50	17	
18 Coors Light	\	7	2.50	17.50	18	
19 Michelob Light	\ \	12	2.50	30.00	19	
20 Ice House		3	2.50	7.50	20	
21 Heineken	\	7	3.50	24.50	21	
22 Crackers	\	7	1.00	7.00	22	
23 BBQ		2	1.00	2.00	23	
24 Cheetos		1	1.00	1.00	24	
25 Pretzels		4	1.00	4.00	25	
26 Peanuts		1	0.50	0.50	26	
27 Snickers		3	1.00	3.00	27	
28 Milky Way			1.00	0.00	28	
29 Twix		1	1.00	1.00	29	
30 Fruitopia, G		1	1.75	1.75	30	
31 Fruitopia, R			1.75	0.00	31	
32 Max Bar, R			1.00	0.00	32	
33 Max Bar, Peanut		2	1.00	2.00	33	
34 Ruffles		1	11.00	11.00	34	
35 Doritos		1	1.00	1.00	35	
Total Sales				323.75		
Sales Per Hour (Total Sales/Total Time)				38.09		
Comments/Requests/Problems: Comment on out-of-date snack items.						
Cart Attendant's Name: Shirley Smith			Date: 10/7/99			
Form 407				Effective: 6/30/99		



Appendix B - Sample Issue Sheet

Private Club Performance Management Beverage Cart Issue Sheet

Weather:		Date:				Day of Week:			
Sun: Full Partly Sunny	Clouds: Full Partly Cloudy	Wind: None Breezy Windy	Rain: Light Medium Heavy						
Rain: Light Medium Heavy	Thunderstorms? Yes No	Temp Range:							
	A	B	C	D	E	F	G	H	
	Initial Issue	Issue #1	Issue #2	Issue #3	Issue #4	=A+B+C+D+E	Turn In	Units Sold	
	Item								
1	Bottled Water	4							
2	Bud Ice	4							
3	Bud Light	8							
4	Budweiser	6							
5	Cheetos	4							
6	Coke	6							
7	Coors Light	8							
8	Diet Coke	6							
9	Diet Pepsi	2							
10	Doritos	4							
11	Fruitopia	2							
12	Gatorade Citrus Cooler	6							
13	Gatorade Lemon Lime	6							
14	Gatorade Riptide Rush	3							
15	Gatorade Straw Kiwi	6							
16	Goldfish Crackers	2							
17	Heineken	4							
18	Iced Tea	2							
19	Icehouse	6							
20	Lance Cracker Assortment	10							
21	Lance Peanuts	2							
22	Lemonade	4							
23	M&M's Peanut	4							
24	M&M's Plain	4							
25	Max Bars Chocolate Chip	4							
26	Michelob Light	7							
27	Milky Way	4							
28	Miller Light	7							
29	Mr. Pibb	2							
30	O'Doul's	2							
31	Peach Tropic	2							
32	Pepsi	2							
33	Pretzels	4							
34	Ruffles	4							
35	Skittles	3							
36	Snickers	4							
37	Sprite	2							
38	Starburst	4							
39	Twix	4							
40	Sandwich 1	2							
41	Sandwich 2	2							
42	Sandwich 3	2							
43	Max Bars Peanut Butter	4							
44	Other:								
45	Other:								
Turn House Attendant Name: _____					Date: _____				
Form 406					Effective: 6/30/99				

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.