

#13

What I Expect of Club Department Heads – 1

“There are a number of things I expect from all of the club’s department heads regardless of their specific areas of expertise and function.

- **Leadership.** I expect a consistent service-based style of leadership for all departments. Service-based leadership naturally promotes employee empowerment which is absolutely essential to delivering remarkable service levels.
- **Organizational values.** Strict adherence to and promotion of organizational values is necessary to ensure that all employees understand and live by the club’s business. The consistent application of these values is essential to the success of the club.
- **Annual budgeting.** Department heads are responsible for developing and submitting an annual budget based on the club’s overall financial goals and objectives. The budget should be realistic and achievable, and it should be supported by detailed data and analysis. Department heads should also be able to explain the rationale behind their budget requests and how they will contribute to the club’s overall success.
- **Standard operating procedures.** Department heads are responsible for developing and implementing standard operating procedures (SOPs) for their respective departments. SOPs should be clear, concise, and easy to follow, and they should be updated regularly to reflect changes in the club’s operations.
- **Tool utilization.** Department heads are responsible for identifying and utilizing the most effective tools and technologies for their respective departments. They should be able to explain the benefits of these tools and how they will be used to improve the club’s operations.
- **Benchmarking.** Every department head must benchmark their payroll expenses in detail. As the single largest expense in most departments, it is essential that they track and monitor this expense. In addition, they need to benchmark their respective operations to ensure they have a better understanding of their business.
- **Accounting submissions.** There are accounting requirements for all department heads and they are expected to meet these in a timely and accurate manner.
- **Human resource requirements.** Each department head is expected to have a thorough knowledge of all HR requirements and strictly adhere to them. They should also be aware of all legal and liability issues to do otherwise could result in costly litigation.

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Discussion Point: How do you ensure that your department is operating as a well-run club? Have you identified the necessary disciplines in your department and how they contribute to efficient operations?

Take Away: These expectations are minimum requirements for all club department heads.