



Date: February 12, 2004

**TO: Board Members - Parks and Recreation**  
**FROM: General Manager - Parks and Recreation**  
**SUBJECT: GOLF CLUBHOUSE COORDINATOR POSITIONS**

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## **RECOMMENDATION**

*A. THAT the Board approve the establishment of 2 full-time Clubhouse Coordinator positions in Golf Operations.*

## **POLICY**

Board approval is required to create and eliminate regular positions.

The City of Vancouver approves Human Resources policies and procedures.

## **BACKGROUND**

The subject of this report was presented to the Board at its meeting of November 3, 2003 in a staff report which contains details not included in this follow-up report.

The Vancouver Park Board operates three golf clubhouse facilities located at Fraserview, McCleery and Langara Golf Courses. The clubhouse staff are in CUPE 15 and are comprised of cooks, cashiers and tournament staff. Staffing numbers range from a low of approximately 13 staff in the low season to a high of 45 staff in peak season.

In May 2001, staff undertook an analysis of the clubhouse management functions and identified a number of areas for improvement. On a pilot basis, a revised management model was created, with two Clubhouse Coordinator positions being established on a temporary basis in July and October 2001. These positions were evaluated by City of Vancouver Human Resources staff to be in an exempt classification.

After an evaluation period, the management model was presented to the Finance Committee at its October 2, 2003 meeting. A report recommending the establishment of two full-time Clubhouse Coordinator positions was presented to the Board on November 3, 2003. At that meeting, representatives from CUPE 15 addressed the Board, citing concerns about the lack of formal consultation with the union and offering alternative options. The Board asked staff to meet with the union to evaluate the alternative structures. A motion was passed to refer the Clubhouse Coordinator report to the next Finance Committee meeting for further discussion.

## **DISCUSSION**

On November 12, 2003 management staff met with representatives from CUPE 15 to discuss the Clubhouse Coordinator positions. The union presented two options designed to allow the positions to fall within the bargaining unit. Staff committed to evaluate the options and report back to the union.

Staff met with the union on January 29, 2004 to discuss the options that had been presented at the previous meeting. One option presented by the union suggested a cost saving of \$6,000 per year, while the other was determined to be cost neutral. In staff's evaluation of the options, the position classifications in the proposals did not meet operational requirements. The level of independent decision making required to adequately operate the clubhouses would require the positions to be outside the bargaining unit, or would require the creation of an additional management position in addition to the positions in the CUPE 15 proposals. The union representatives acknowledged the complexity of the clubhouse operation but did not agree that exempt supervision or management was required.

On February 2, 2004 staff reported back to the Finance Committee with the results of the consultation with CUPE 15. Staff presented the pros and cons of the current structure, as well as the options presented by the union. Staff recommended the current management structure as the only viable alternative.

The benefits of the current management model have been evident since 2001, resulting in:

- increased staff morale and improved communication
- consistent staff scheduling
- consistent application of Park Board and City policies
- participation in Occupational Health and Safety programs
- increased staff training
- inventory control resulting in lower expenses
- improved security for staff and facilities

- repair and replacement of appliances
- improved building cleaning and maintenance
- improved marketing and advertizing
- improved financial performance
- improved customer satisfaction

### **Financial Considerations**

The two Clubhouse Coordinator positions will be funded out of the existing golf clubhouse operating budget.

### **CONCLUSION**

Golf Operations is the largest single revenue centre in the Park Board, supporting parks and recreation programs that benefit golfers and non-golfers alike. The clubhouses have a financial expectation to contribute to the financial performance of golf operations which subsidize other services. The nature of the Clubhouse operations requires significant responsibilities which have been determined through a job evaluation process to be within the scope of exempt duties. The current pilot management structure, which has been tested since late 2001, has made positive changes resulting in increased service to the public, increased revenue and improved working conditions for staff. It is recommended that the Board approve the establishment of the Clubhouse Coordinator positions. Upon approval by the Park Board, the positions will be filled, subject to City of Vancouver human resource policy and practice.

Prepared by:

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