



Date: October 23, 2003

TO: Board Members - Parks and Recreation
FROM: General Manager - Parks and Recreation
SUBJECT: Golf Clubhouse Coordinator Positions

RECOMMENDATION

A. THAT the Board approve the establishment of two (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 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.

Prior to the Golf Course Redevelopment project that began in 1993, each clubhouse was operated by an independent contractor and staffed by seasonal, auxiliary Park Board employees. As each golf course was redeveloped, the clubhouses were rebuilt with improved kitchen and dining facilities and the residential suites were eliminated. In June 1998, as the redevelopment project neared completion, the Park Board approved a License Agreement for one Clubhouse Operator to oversee all three clubhouse operations and supervise the Park Board clubhouse staff.

In May 2001, staff undertook an analysis of the clubhouse management functions in anticipation of the Clubhouse Operator's retirement and contract expiration in May 2002. The review identified a number of areas for improvement. On a pilot basis, a revised management model was created to determine if improvements could be implemented and if a future contract for clubhouse management services was desirable. The pilot also served as a transition plan to continue the operation during and after the exit of the long standing operator who provided service to the Park Board over a 17 year period. An HR consultant was retained to assist in the job analysis and development of position descriptions. The

positions were filled on a temporary basis in July and October 2001. They were reviewed by City of Vancouver Human Resources and the GVRD and were determined to be in an exempt classification. The temporary assignments have been extended and are currently scheduled to end December 31, 2003. CUPE 15 has expressed interest in having the positions included in the bargaining unit and has filed an application with the Labour Relations Board.

The subject of this report was presented to the Park Board at an in-camera meeting and was referred to the Finance committee. At their meeting on October 2, 2003, the Finance Committee recommended approval.

DISCUSSION

Organizational Structure

The recommended operating model consists of two Clubhouse Coordinators reporting to the Supervisor of Golf Operations. The positions are responsible for profitable licensed clubhouse business operations in the following areas:

- labour management including scheduling, authorization of overtime, hiring, termination, supervision, discipline and handling of grievances
- organizing and managing events
- managing operations including food and beverage management
- marketing
- administration
- customer service

Evaluation

The benefits of moving from a single contractor to 2 exempt staff have been evident since 2001.

Additional supervision has resulted 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

The Park Board experience in operating clubhouse operations has provided two alternative models for management and supervision. The traditional model involved an external contractor responsible for the daily operations and supervision of Park Board employees. An alternate pilot model has been tested over a two year period involving 2 temporary Park Board employees rather than an external contractor.

The evaluation of each model clearly demonstrates that the new pilot model delivers significant improvements to all areas of the clubhouse operations bringing benefits to clients and staff while protecting the assets and improving financial performance.

It is recommended that the Board endorse the management of the clubhouses through an internal staff approach rather than through an external contractor by approving two Clubhouse Coordinator positions. Upon approval by the Park Board, the positions will be filled and evaluated, subject to City of Vancouver human resource policy and practice.

Prepared by:

Vancouver East District
Vancouver Board of Parks and Recreation