



GOLF CLUB GENERAL MANAGER (NOC 0721)

Job Definition¹:

Golf Club General Managers are related to the group “Facility Operation Managers”. Facility operation managers plan, organize, direct and control the operations of commercial, transportation and recreational facilities. Facility operation managers are employed by a wide range of establishments, such as airports, harbours, canals, shopping centers, convention centers, warehouses and recreation facilities.

Additional Occupational Information²:

Golf club general managers report to a board or owners and are responsible for all management functions, operating procedures, practices and results of a golf club. Golf club general managers have fiscal responsibilities and responsibility for their operations. They are becoming more bottom-line oriented and as a result there is a fine line between service and profit in this occupation. Good internal and external communication is important in order for golf club general managers to successfully market their operations. Finally, there is a movement toward job combinations and golf club general managers are being required to develop a broad perspective of their operations and as a result are not specialists in one particular job.

Overview:

This Occupational Language Analysis (OLA) presents Canadian Language Benchmarks (CLB) competencies and typical listening, speaking, reading and writing tasks performed at a competent level by golf club general managers. The tasks are illustrative only, and do not provide a complete sample of what a golf club general manager does on the job. Other essential skills such as numeracy and computer skills are beyond the scope of the OLA. The OLA was validated by a panel of people employed in the occupation and by CLB experts. It was developed by CLB experts using three key resources:

- the *Canadian Language Benchmarks 2000*, Centre for Canadian Language Benchmarks and Citizenship and Immigration Canada
- the *National Occupational Standards for Golf Club General Manager*, Canadian Tourism Human Resource Council
- the *Essential Skills Profile for Golf Club General Manager*, Canadian Tourism Human Resource Council

For a more complete picture of the competencies that are needed to perform this occupation, refer to the source documents.

¹ *Essential Skills Profile for Golf Club General Managers (NOC 0721)*, Canadian Tourism Human Resource Council

² *National Occupational Standards for the Canadian Tourism Industry: Golf Club General Manager*, Canadian Tourism Human Resource Council

How to Read this Occupational Language Analysis:

The titles, numbers and sequence of categories are based on the *Canadian Language Benchmarks 2000*, which address four major skill areas Speaking, Listening, Reading and Writing. CLB competencies (language descriptors) are entered at the left margin and followed by a number indicating the benchmark level (1 - 12) for each competency. Sample occupational tasks (descriptors of work/job tasks) drawn from the Essential Skills Profile or the National Occupational Standards are indented and italicized underneath each competency and referenced to their source, as follows:

Task Source	Reference	Example
Essential Skills Profile	ES + the first letters of the profile section	(ES-DU) = Essential Skills Profile, Document Use section
National Occupational Standard	NOS + the section/subsection	(NOS-B2.5) = National Occupational Standard, Major Category B, Skill 2; Subskill 5)

Comparative Ratings:

The following chart compares typical and most complex essential skills ratings for golf club general managers, based on the Essential Skills Profile, to the corresponding range of CLB ratings, as suggested in the *Canadian Language Benchmarks and Essential Skills Comparative Framework*³. These are general ranges and there may be some language tasks that fall outside of this range.

Skill Area	Typical		Most Complex	
	Essential Skills	CLB	Essential Skills	CLB
Speaking	1 - 3	5 - 10	3	9 - 10
Listening	1 - 3	5 - 10	3	9 - 10
Reading	2 - 3	6 - 9	3 - 4	7 - 10
Writing	1 - 3	4 - 8	3 - 4	8 - 9

Common Conditions of Communication:

Condition	Comment
Purpose	– giving directions and information; marketing, advising, providing customer service, advising, leading and directing
Audience	– one-on-one with members/users, staff, authorities, etc.; small group interactions; presentations to groups (such as board of directors)
Context	– often a fast paced, varied work environment depending on events, holidays, weather conditions, etc.; subject to many unpredictable interruptions
Topic	– concrete to abstract, familiar to unfamiliar; occasionally communicates about specialized topics
Mode	– usually face to face or uses the telephone; gives presentations and speaks publicly

³ *Canadian Language Benchmarks and Essential Skills Comparative Framework*, Centre for Canadian Language Benchmarks, 2005

Skill: Speaking

I. Social Interaction

Interpersonal Competencies

Greet, introduce self and ask about the other person. (CLB 3)

- *greet [job] applicant: be friendly; put applicant at ease (NOS-C3.2)*

Express and respond to gratitude, appreciation, complaint, disappointment, dissatisfaction, satisfaction and hope. (CLB 7)

- *close [job] interviews: ask if applicant has questions; thank applicant (NOS-C3.2)*

Respond to a minor conflict or complaint. (CLB 8)

- *resolve member/user conflicts: listen to complaint; empathize; assure member/user of willingness to address complaint; follow up, referring to appropriate staff as necessary, e.g., discuss complaints relating to pin placements with greens superintendent (NOS-D4.3)*

Conversation Management

Manage conversation. Check comprehension. (CLB 8)

- *communicate with other departments; follow up on information, for example: acknowledge reports [and] ask for clarification, if necessary (NOS-A4.2)*
- *conduct [job] interviews: ensure applicant understands position (NOS-C3.2)*
- *determine results of advertising and promotions; solicit feedback from members/users, for example: ask questions, e.g., where members/users are from, how they heard of the club (NOS-A4.5)*
- *ensure members/users are aware of policies, rules and regulations (NOS-F2.1)*

Use a variety of strategies to keep conversation going. (CLB 8) Encourage others to participate. (CLB 8)

- *encourage staff input and feedback, for example: ask for questions and comments; maintain 'open door' policy; be approachable (NOS-C5.2)*
- *engage [job] applicant in conversation: ask open-ended questions; develop scenarios; invite dialogue (NOS-C3.2)*

Contribute to/co-manage a discussion or debate in a small formal group (work meeting, seminar). (CLB 9)

- *motivate staff [and] hold regular staff meetings: encourage staff to ask questions and make recommendations for improvement; address problems and concerns (NOS-C5.1)*
- *encourage teamwork [and] hold staff meetings in order to make announcements, review policies and procedures and discuss problem solving and decision making (ES-OC) (NOS-C5.2)*
- *hold informal group discussions for ideas on improving business (NOS-C5.2)*

Phone Competencies

Carry on a brief phone conversation in a professional manner. (CLB 8)

- *use proper telephone etiquette: be prepared for call, e.g., have paper, pencil and necessary information at hand; answer promptly; identify self and department or club; speak clearly; be courteous, e.g., thank caller for interest; record details; follow up as promised (NOS-D2.4)*

II. Instructions

Give/pass on instructions about an established familiar process or procedure (technical and non-technical). (CLB 8)

- *train staff for routine operations (ES-OC); provide orientation for new staff: explain company philosophy, image and organizational structure; explain organizational structure as basis for understanding how job relates to other positions e.g., reporting procedures (NOS-C4.1)*
- *instruct staff regarding adherence to health and safety regulations, such as wearing hard hats when cutting greens, following procedures to prevent food poisoning or fires or operating golf carts properly in order to prevent injuries (ES-OC)*

- ❑ ensure management, staff and members/users are aware of common infractions and means of dealing with them, for example: train staff in [routine] conflict management, ensure members/users know who to approach with problems (NOS-A1.6)

Give clear, detailed oral information to someone to carry out complex multi-step instructions for a familiar technical/non-technical process. (CLB 9)

- ❑ *oversee tournament organization: liaise with greens superintendent to ensure appropriate course set-ups and pin placements); liaise with food and beverage operations to arrange meals and beverage services); liaise with golf professional to establish: dress code [and] prizes (NOS-H2.2)*

III. Suasion (Getting Things Done)

Indicate problems and solutions in a familiar area. (CLB 8)

- ❑ *communicate with other departments; discuss activities and concerns with appropriate departments (NOS-A4.2)*
- ❑ *notify golf shop staff of problems, e.g., deficient conditions or service (NOS-H1.2)*
- ❑ *call lease company with problems or concerns with equipment (NOS-A5.1)*

Formally raise an issue with an individual or a group in authority. (9) Present a formal proposal outlining how the concern should be addressed and a persuasive argument to adopt it. (CLB 9)

- ❑ *establish strategic plan to achieve [club's] goals; analyze environment to identify problems, constraints and opportunities; determine what resources exist; identify various strategies for attaining goals; select best strategies (NOS-A1.3)*
- ❑ *annually review mission, goal and objective statements in conjunction with senior management and board of directors to seek input or approval (NOS-A1.2)*

Negotiate a contract/agreement. (CLB 12)

- ❑ *negotiate goods and services contracts: identify types of goods and services required; review suppliers' products, services and prices; negotiate to determine terms of contract; establish ordering procedure with supplier (NOS-I.2.2) evaluate methods of purchasing, e.g., buying groups, contracts, open market; review products, services and prices; review service and payment schedules of suppliers (NOS-I1.2)*

IV. Information

Presentations

Describe a simple process (CLB 6)

- ❑ *close [job] interviews: explain selection process, for example: short listing, date of notification (NOS-C3.2)*

Give a presentation to describe and explain a complex structure, system or process based on research. Use a diagram to support the explanations. (CLB 8)

- ❑ *review food and beverage menus with culinary staff. Compare menus with needs of target market: be aware of trends, review customer needs, analyze historical data, review old menus (NOS-I1.1)*

In a style and format appropriate to audience and purpose, give a presentation of complex information and ideas that includes an evaluation/critique, recommendations, demands and appeals. (CLB 12)

- ❑ *may deliver presentations to board members, government agencies and general public on topics such as golf course expansion (ES-OC)*

Interaction One-on-One

Ask for and/or provide detailed information related to personal needs, varied daily activities and routine work requirements. (CLB 7-8)

- ❑ *network with other clubs and other managers to exchange information and solve problems (ES-OC)*
- ❑ *ensure enforcement of legislation, for example: inform employees of requirements, ensure employees comply with requirements (NOS-A.2.1) post signs, conduct orientation and training sessions, conduct inspections (NOS-A2.3)*
- ❑ *discuss conditions of employment with new employee: state and agree on salary; discuss benefits; inform employee of staff conduct policies; provide new employee with policy manual and arrange orientation; answer questions (NOS-C3.5) Discuss options.*

Provide, obtain and discuss detailed complex information and opinions with individuals in order to coordinate teamwork assignments/tasks. (CLB 9)

- ❑ *discuss expectations/needs with golf professional to oversee revenue collections procedures from, for example: green fees, rentals, merchandise sales, storage fees, membership fees (NOS-H1.6)*
- ❑ *discuss expectations/needs with golf professional to oversee bag storage and drop off area, ensure proper care of equipment (NOS-H1.3), [and ensure] adequate storage facilities (NOS-H1.4)*
- ❑ *oversee season opening of food and beverage facility; discuss expectations/needs with club manager; ensure appropriate quantities of supplies are available, for example: perishable and non-perishable goods, smallwares, paper goods, linen (NOS-I1.4)*
- ❑ *oversee banquet co-ordination with department head: ascertain number of guests; review menu and order of service; determine type of service, e.g., buffet, table; confirm date, time and location (NOS-I2.3)*

Provide, obtain and discuss detailed complex information and opinions with an individual in a peer or superior relationship in order to coordinate work, train in established procedures, delegate, solve a problem or conflict, or make a decision. (CLB 10)

- ❑ *conduct [job] interviews: review job requirements; review information on application form, r  sum  , and reference list; ensure applicant understands position; acquaint applicant with company background (NOS-C3.2)*
- ❑ *contact references given by suitable [job] candidates to gain further information, ask: about past performance; about dates of previous employment; why candidate left job; if candidate would be re-hired. Choose candidate. (NOS-C3.3)*
- ❑ *contact [job] candidate to offer position and conditions of employment, including: specific job description; performance expectations; probationary period; company benefit package; salary (NOS-C3.3)*
- ❑ *provide orientation for new staff: explain company philosophy, image and organizational structure; address questions about policies and procedures; familiarize employee with products and services; introduce co-workers and institute buddy system for first few days (NOS-C4.1)*

Exchange/discuss detailed complex information to solve a problem, make a decision, supervise, motivate, discipline or evaluate a performance. (CLB 11)

- ❑ *conduct performance review: recognize staff member's efforts; discuss job performance since last review; encourage employee input; set goals, e.g., mutually agreed upon actions resulting from performance review; discuss career plans (NOS-C5.5)*
- ❑ *discuss expectations/needs with golf professional to ensure facilities and equipment standards are met (NOS-H1.1)*
- ❑ *develop master plan for turf grass management; consult with registered golf course architect, if applicable (NOS-G1.1)*

Interaction in a Group

Participate in a debate/discussion/meeting on an abstract familiar topic or issue. (CLB 8)

- ❑ *increase knowledge of profession: participate in professional associations [and] network with peers (NOS-D2.1)*

Express and analyse opinions and feelings. (CLB 8)

- ❑ *survey members/users on wants/needs (NOS-A4.1)*
- ❑ *maintain working relationships with neighbours, e.g., those whose land adjoins golf course; be aware of neighbours' problems or concerns: ensure problems/concerns are addressed (NOS-F3.2)*

Contribute to a debate, case study discussion with familiar participants in an academic/workplace context. (CLB 9)

- ❑ *discuss with board of directors, management team and owners [to] set standards of operation (NOS-A4.1)*
- ❑ *develop actions for achieving [golf club's] strategic plan, e.g., delegate responsibilities or tasks, allocate funds (NOS-A1.3)*

Skill: Listening

I. Social Interaction

Identify specific factual details and inferred meanings in dialogues of casual small talk, introductions, leave-taking, and in short phone calls. (CLB 4)

- *listen to take messages (ES-OC)*

Identify stated and unspecified details, facts and opinions about situation and relationship of participants containing expression of and response to gratitude and appreciation, complaint, hope, disappointment, satisfaction, dissatisfaction, approval and disapproval. (CLB 7)

- *resolve member/user conflicts: listen to complaint; empathize; assure member/user of willingness to address complaint (NOS-D4.3); respond to customer complaints, e.g., when tee times are double booked resulting in slow play. The golf club general manager listens to the complaint and accommodates or compensates the customers, sometimes following a set policy (ES-TS)*
- *may have to deal with board or members' complaints, soothing feelings and negotiating in order to resolve the issue (ES-TS)*
- *conduct [job applicant] screening interviews to: determine applicant's interest level; identify strengths and limitations of applicant in comparison to job requirements; identify suitability of applicant to club and membership (NOS-C3.1)*
- *ensure communications with suppliers are open and honest; inform suppliers of needs and concerns; listen to feedback (NOS-F3.4)*

Identify stated and unspecified details about mood, attitude, situation and formality in discourse containing expression of and response to formal welcomes, farewells, toasts, congratulations on achievements and awards, sympathy and condolences. (CLB 8)

- *maintain communication with management and staff to share achievements, issues, problems and solutions (NOS-D3.1)*

II. Instructions

No communication tasks for this category were found in the source documents. These tasks may, in fact, exist for this occupation and will require individual assessment in each work context.

III. Suasion (getting things done)

Evaluate extended oral suggestions for solutions to problems, recommendations and proposals in relation to their purpose and audience. (CLB 9)

- *motivate staff [and] hold regular staff meetings: encourage staff to ask questions and make recommendations for improvement; address problems and concerns (NOS-C5.1)*
- *encourage teamwork [and] hold staff meetings in order to make announcements, review policies and procedures and discuss problem solving and decision making (ES-OC) (NOS-C5.2)*
- *hold informal group discussions for ideas on improving business (NOS-C5.2)*

IV. Information

Demonstrate comprehension of mostly factual details and some inferred meanings in an extended description, report or narration when events (or stages) are reported out of sequence. (CLB 7)

- *determine results of advertising and promotions; solicit feedback from members/users, for example: ask questions, e.g., where members/users are from, how they heard of club (NOS-A4.5)*

Skill: Reading

I. Social Interaction Texts

Obtain factual details and inferred meanings in moderately complex notes, e-mail messages and letters containing general opinions and assessments of situations, response to a complaint and expressions of sympathy. (CLB 8)

- ❑ *read correspondence about requests or complaints (weekly) (ES-RT)*

II. Instructions

Follow an extended set of multi-step instructions for established process. (CLB 8)

- ❑ *follow manufacturer's operating instructions for, for example: copier, calculator, facsimile machine, communication systems, computer (NOS-A5.2)*

Follow formal instructions of advisory, instructional texts, and instructions for a familiar process or procedure that require integration of several pieces of information. (CLB 9)

- ❑ *become familiar with computer software, applications and programs, for example, learn to: conduct statistical analysis; use databases; produce financial reports; produce and scan membership lists; use spreadsheets; plan projects, e.g., tournaments; print bag tags and name tags; run handicap events (NOS-A5.2)*

III. Business/Service Texts

Identify factual details and some inferred meanings in moderately complex business/service texts, including formatted texts. (CLB 5)

- ❑ *process cheques: ensure: written and numerical amounts match; signature matches endorsement on cheque; date is correct; endorse cheque (NOS-B3.3)*

Identify factual details and some inferred meanings in moderately complex texts containing advice, requests, specifications. (CLB 6)

- ❑ *read trade magazines, newsletters and periodicals in order to keep up to date (weekly) (ES-RT)*
- ❑ *read internal memos in order to condense the information and pass it on to others(ES-RT)*

Find two or three pieces of information in moderately complex formatted texts. (CLB 6)

- ❑ *read daily cash sheets (ES-DU) (NOS-A.4.5)*
- ❑ *read schedules for staff, tournaments and players (daily) (ES-DU)*
- ❑ *read invoices for supplies (daily) (ES-DU)*
- ❑ *read tables which provide sales history analyses (monthly) (ES-DU)*
- ❑ *read bank statements(monthly) (ES-DU)*

Locate three or four pieces of information in moderately complex formatted texts (CLB 7)

- ❑ *scan job applications and resumes when they are hiring (ES-RT)*
- ❑ *review [completed job] application forms and eliminate those that do not have minimum qualifications (NOS-C3.1)*
- ❑ *interpret charts and pie graphs showing, for example, marketing summaries or percentage comparisons (ES-DU)*
- ❑ *[read and] file regular departmental maintenance reports (NOS-A4.3)*
- ❑ *compare revenue and expenditures to budget (NOS-A4.5)*
- ❑ *monitor delivery of goods and services: verify invoices against contract prices; ensure services contracted for are provided; check that products have inventory codes; compare products received with those listed on invoice (NOS-A4.5)*

Identify factual and inferred meanings in written proposed solutions, recommendations and proposals; and in statements of rules, regulations, laws and norms of behaviour. (CLB 8)

- ❑ *review historical documentation of operation (for past two to five years) to ensure policies exist in required areas, for example: playing privileges; club rules e.g., liquor consumption, playing protocol; discipline for staff, members/users and guests; dress code; chain of command; site inspections; resource conservation; etc. (NOS-A1.4)*
- ❑ *annually review mission, goal and objective statements in conjunction with senior management and board of directors to seek input or approval [and] to identify priorities (NOS-A1.2) (NOS-B1.2)*

- *review legislation, e.g., read, take courses [and] apply legislation to company and activities (NOS-A.2.1)*

Locate and integrate three or four pieces of information contained in moderately complex formatted texts. (CLB 8)

- *find out about customer satisfaction through surveys, focus groups, sales figures or feedback from customers (ES-TS)*
- *review historical information, for example: previous costs of course maintenance supplies; previous years' greens fees; revenue from golf shop, membership fees and rentals (NOS-B1.2)*

Obtain information for key work/business tasks by locating and integrating several pieces of information in complex prose texts and formatted texts. (CLB 9)

- *review job description[s] to ensure understanding; review notes from [job] performance observations; compare actual performance to expected performance; identify strengths and weaknesses; determine whether change in pay level is appropriate; determine whether promotion is indicated (NOS-C5.5)*
- *identify advantages and disadvantages of: gas versus electric power cars; lease versus ownership (NOS-H1.4)*
- *read instructional and motivational materials to keep up to date with management techniques (ES-RT)*
- *read accounting and financial statements for the purpose of budgeting, planning and forecasting (daily) (ES-DU)*

Obtain information in key work/business tasks by locating and integrating several pieces of explicit and implied information in multiple, complex prose texts and in complex forms and graphic displays. (CLB 10)

- *read government documents on such topics as labour relations, industry standards and government acts (ES-RT)*
- *interpret scale drawings such as blueprints, golf course plans, topographical maps, architectural drawings showing drainage and irrigation (ES-DU)*
- *consider funding strategies, for example: investigate and apply for government capital grants; re-finance; establish long-term purchase plans (NOS-B1.3)*

Read critically and evaluate the information in complex public and semi-public business texts in relation to their purpose and audience. (CLB 12)

- *examine legal documents in order to relate the information to their operation (ES-RT)*

IV. Informational Texts

Demonstrate comprehension of a one- or two-page moderately complex extended description, report or narration on a familiar topic. (CLB 7)

- *read minutes of meetings in order to keep up to date and to plan (monthly) (ES-RT)*

Demonstrate comprehension of factual details and inferred meanings in an extended description, report or narration when events are reported out of sequence. Draw conclusions. (CLB 8)

- *identify options for running/managing golf shop, for example: contracts, ownership [models], and concessions, and determine which option is best for club (NOS-H1.1)*
- *get information from previous minutes and from correspondence in order to set policy (ES-TS)*

Information Literacy/Reference and Study Skills Competencies

Access and locate three or four pieces of information in on-line electronic reference sources (e.g., World Wide Web, library databases), if available, or from print reference sources. (CLB 7)

- *locate legislation, e.g., library, Queen's printer, government office, industry association (NOS-A.2.1)*

Skill: Writing

I. Social Interaction

Convey a personal message in a formal short letter or note, or through e-mail, expressing or responding to appreciation, complaint, disappointment, satisfaction, dissatisfaction and hope. (CLB 7)

- ❑ *write letters on a variety of topics including policy, dress code and tee times as well as replies to regulatory agencies and responses to complaints (daily) (ES-W)*

Convey a personal message in a formal short letter or note, or through e-mail, expressing or responding to sympathy; clarifying a minor conflict; or giving reassurance. (CLB 8)

- ❑ *maintain contact with neighbours, e.g., those whose land adjoins golf course; be aware of neighbours' problems or concerns: ensure problems/concerns are addressed (NOS-F3.2)*

Write a note to schedule/cancel/reschedule academic/professional appointments or business meetings. (CLB 9)

- ❑ *set agenda for board meetings (NOS-D4.1)*

Write social business letters to express thanks; acceptance; acknowledgement; offer of resignation; congratulations; sympathy; condolence; foster goodwill; or to express an opinion as a citizen. (CLB 10)

- ❑ *[write] letters to offer congratulations or condolences (NOS-D1.4)*

Write letters to give personal references and recommendations. (CLB 11)

- ❑ *[write] letters to recommend former employees (NOS-D1.4)*

Write letters to foster good will for a company, project, initiative, campaign (e.g., announcement and information letters). (CLB 11)

- ❑ *[write] letters to solicit sponsors or advertisers (NOS-D1.4)*
- ❑ *[write] media releases to inform public, e.g., of special events or tournaments (NOS-D1.4)*

Write letters to network and exchange ideas with others. (CLB 11)

- ❑ *maintain communication with management and staff to share achievements, issues, problems and solutions (NOS-D3.1)*

II. Recording/Reproducing Information

Evaluate, revise and edit summaries and other reduced forms of very complex and extensive information by other writers (e.g., point-form notes, minutes, outlines, précis, reports, abstracts, charts, tables, graphs). (CLB 12)

- ❑ *ensure accurate minutes are taken [in summarizing meetings]: note required actions (NOS-D3.2)*

III. Business/Service Messages

Fill out moderately complex forms. (CLB 6-7)

- ❑ *complete required documentation, e.g., work orders, purchase orders (NOS-A4.2)*
- ❑ *issue purchase orders for supplies, including food and beverages and supplies for the grounds (daily) (ES-DU)*

Convey business messages as written notes to pass on routine information, make requests, or respond to recommendations and warnings. (CLB 6-7)

- ❑ *establish opening and closing procedures, for example: document alarm numbers issued, identify staff positions responsible for setting and disabling alarms (NOS-A3.1)*
- ❑ *identify and document staff that receive keys (NOS-A3.1)*
- ❑ *inform staff of special arrangements for users of other clubs, e.g., playing privileges (NOS-A4.7)*
- ❑ *contact local fire department for information, e.g., staff training, signs (NOS-A3.1)*
- ❑ *document inventory and location of stored chemicals, and staff responsible or qualified for application (NOS-G6.1)*
- ❑ *write memos to staff providing information (such as schedules, menu changes and other items for that day (daily) (ES-W)*

Convey business messages as written notes, memoranda, letters of request, or work record log entries, to indicate a problem, to request a change, or to request information. (CLB 8)

- ❑ *write short texts such as advertising copy, faxes, menus, daily events lists and comment cards (ES-W)*
- ❑ *write advertisement [for recruiting new staff], outlining job description and employment criteria (NOS-C2.2)*
- ❑ *ensure management, staff and members/users are informed of their infractions to club rules, for example: violations of dress code, unpaid bills, drunkenness, misuse of a booking system e.g., no-shows (NOS-A1.6)*
- ❑ *document infractions and how infraction was handled (NOS-A1.6); document conflict and send letter to board (NOS-D4.3)*
- ❑ *[write] letters to make enquiries of or complaints to manufacturers (NOS-D1.4)*

Fill out forms and other materials in pre-set formats with required brief texts. (CLB 8)

- ❑ *complete insurance claim forms (ES-DU)*
- ❑ *complete government forms such as Workers' Compensation Board forms or tax forms (ES-DU)*
- ❑ *complete legal forms for the corporation or business (periodically) (ES-DU)*
- ❑ *acquire, complete and submit documentation required for permits and licences (NOS-A2.3)*
- ❑ *conduct site and facility inspections; complete documentation, indicating: objectives are met [and] follow up work to be done, who will do it, when it will be done by (NOS-A4.4)*
- ❑ *finalize documentation of employment [for new staff], e.g., TD1 form (NOS-C4.1)*
- ❑ *participate in industry surveys and questionnaires (NOS-D2.1)*

Write letters to request and to respond to requests for information, directions, service/product, clarification, permission. (CLB 9)

- ❑ *contact appropriate governing bodies for information and documentation on permits and licences required e.g., provincial /territorial government offices-pesticide use permits, health permits, liquor permits (NOS-A2.3)*
- ❑ *contact security company and arrange for on-site inspection: ask for recommendations and procedures to follow for keys, control of cash, internal theft, computer systems security (NOS-A3.1)*
- ❑ *oversee season close of food and beverage operation: cancel services not required, for example: fuel, utilities, vending machines, leased equipment, waste removal (NOS-I3.1)*

Write short suggestions and reports as memos and pre-set form reports. (CLB 9)

- ❑ *write statements of course policy or club rules and regulations (ES-W)*
- ❑ *document complaint[s], actions and follow up (NOS-D4.3)*

Write semi-formal reports and proposals. (CLB 10)

- ❑ *liaise with board/owner; submit reports as required (NOS-D.4.1)*
- ❑ *write contractual agreements, such as employee contracts, contracts for work to be performed or contracts for suppliers (ES-W)*

Write formal business reports, requests for proposals and formal proposals. (CLB 11)

- ❑ *draft mission, goal and objective statements for board consideration (NOS-A1.2)*
- ❑ *annually review mission, goal and objective statements in conjunction with senior management and board of directors to seek input or approval (NOS-A1.2)*
- ❑ *establish strategic plan to achieve [club's] goals; analyze environment to identify problems, constraints and opportunities; determine what resources exist; identify various strategies for attaining goals; select best strategies (NOS-A1.3)*

Create forms and other materials in pre-set formats to collect and record complex information in a standard way. (CLB 11)

- ❑ *design checklists to monitor operation; identify checklists required, for example, to ensure: top course condition, appropriate food and beverage service, reliable vehicle operations, etc.; list procedures for each checklist required; list in order, details of procedures according to importance or sequence; design format of checklist; seek input from supervisors and staff; make revisions, if necessary (NOS-A4.1)*

Write manuals, procedures, training materials and other formal documentation (CLB 12); Write full formal proposals and public reports (CLB 12); Evaluate, revise and edit a variety of texts for public use. (CLB 12)

- ❑ *draft proposed policy and procedures: write an intent statement, i.e. outcome, what policy will do; outline procedure, i.e. steps to follow that will lead to desired outcome; identify stakeholders affected by proposed policy, e.g., members/users, committees, staff; revise proposal as necessary; write final version of policies and procedures; add new policies to manual (NOS-A1.5)*

IV. Presenting Information and Ideas

Write two or three paragraphs to narrate a familiar sequence of events from the past; to tell a story; or to provide a detailed description, comparison. (CLB 7)

- ❑ *describe target markets, e.g., identify type of members/users (NOS-E4.1)*
- ❑ *describe geographic unit of marketing, e.g., province, region, city neighbourhood (NOS-E4.1)*

Write three or four paragraphs to narrate a historical event; to tell a story; to express or analyse opinions on a familiar abstract topic; or to provide a detailed description and explanation of a phenomenon or a process. (CLB 8)

- ❑ *write newsletter articles (ES-W); [write] club newsletters to provide up-to-date information and maintain involvement of members/users (NOS-D1.4)*
- ❑ *write newspaper articles to inform general audience, e.g., supply golf hints, enhance public image (NOS-D1.4); write 'pro tips' or other articles for publication (NOS-F3.3)*
- ❑ *distribute written information by newsletter, information sheet or memorandum (NOS-C.5.2)*

Write a paper, essay, report or story to narrate a sequence of events from the past.(CLB 9)

- ❑ *[write] reports to document information on monthly, annual and as-needed basis for board or committees, on topics such as: golf shop operations, food and beverage operations, course maintenance, general play, financial status functions, numbers of guests, special tournaments (NOS-D1.4)*

Write a paper, essay, report to describe and compare complex ideas, phenomena or processes (CLB 9)

- ❑ *write reports to the staff, the board of directors, committee members or the bank. Reports to the board may contain, for example, the monthly evaluation or a situation analysis and recommendations (weekly) (ES-W)*
- ❑ *develop actions for achieving [golf club's] strategic plan, e.g., delegate responsibilities or tasks, allocate funds (NOS-A1.3)*

For more information about:**Contact:**

Canadian Language Benchmarks or Occupational Language Analyses

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The National Occupational Standards for Tourism

The Canadian Tourism Human Resource Council,
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Essential Skills Profiles

Human Resources and Skills Development Canada,
Skills Information Division
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