

## **ASSISTANT GENERAL MANAGER PROFILE: ROARING GAP CLUB ROARING GAP, NC**

A special opportunity exists for an exceptional candidate with a successful track record of accomplishment, leadership and high-quality operations management experience in private clubs, hotels, or resorts. We are conducting a search for the Assistant General Manager at one of the premier residential club communities in the Blue Ridge Mountains, one which has built a reputation amongst the finest multi-generational family clubs in the country. The successful candidate will be an integral and critical part of a stable, tenured, high-performing team at the Club, with the expectation of eventually succeeding the highly-regarded, long tenured General Manager when he retires in the next few years.

The primary focus of the role is delivering an exceptional member experience, which is of primary importance to the social fabric and culture of the Club. A foundation in successful F & B operations is critical to this end, but the focus is truly throughout each amenity and the community as well, helping the General Manager and Board to define and execute longer term strategies for continued Club and Community success. The ability to consistently be forward-looking in planning, innovation, organization and departmental leadership is the critical skill set required for success in this position. Also important is the ability to intuitively embrace the need to be visible and highly interactive with members and staff; leadership in this area begins and ends with approachability and accessibility. Finally, positively embracing small mountain community life in a highly seasonal member usage and staffing situation is essential.

[Click here to view a brief video about this opportunity.](#)

### **THE ROARING GAP CLUB AND COMMUNITY**

***“The Roaring Gap Club is dedicated to operate a social and recreational family Club for compatible people who share the same values, while preserving the Club’s traditions.”***

With a history dating back to the late 1800’s, the community where the Club now sits was once home to a summer resort and hotel that initiated much of the affection generations of members have for the area. After the original Roaring Gap Hotel resort burned to the ground, the current Graystone Inn was built and opened in 1926 with a number of outbuildings added as well as several homes in the acreage around the Inn. In 1969, a reorganization was necessary for the resort operation and Roaring Gap Club was formed, with all cottage owners becoming initial Charter Members.

Many aspects of Roaring Gap are unique and help to make it the special community it is today. Interestingly, some of the current staff housing started as a birthing hospital and operated in that manner each summer for nearly twenty years. The Roaring Gap Church, an interdenominational Protestant church has operated since 1927 throughout each summer with visiting ministers. The Club’s special mountaintop golf course was designed in the 1920’s by Donald Ross and was often referred to as the “Pinehurst of the Mountains.”

One of the more unique amenities at Roaring Gap is Lake Louise. A man-made dam created a 54-acre boating/fishing/swimming and beach amenity that recently saw a significant lake restaurant renovation and

expansion that has now made it one of the most popular amenities in the community. And, the original Graystone Inn has evolved into a dual-purpose operation that now houses a number of member owned condominiums above the Club and Community's administration offices, more formal dining and function operations, pool complex, Chef's Cupboard (mini-market concept), a spa and beauty shop, and meeting/gathering spaces. Adjacent to the Inn is a very large multi-use and maintained field that, among other uses, is the site for a significant early summer multi-day concert that is the highlight of an event filled calendar of activities between Memorial and Labor Days. The Club has an active tennis program with seven courts located near the Graystone Inn.

Other activities include a small equestrian center, numerous hiking and walking trails, an active children's camp centered around its "Happy Shack," and a very active social and intellectual programming schedule.

Roaring Gap epitomizes a traditional family community, and continues to evolve as its members evolve. While many traditions are locked in time, leadership at Roaring Gap has recognized the need to continue to maintain strong relevance to changing usage patterns and amenity desires, but has done so in a thoughtful evolution while appreciating and celebrating the history and enjoyment the community has provided so many of its members over the years.

#### **THE ROARING GAP CLUB BY THE NUMBERS:**

- The Club and Community are highly seasonal with most activity occurring between Memorial Day and Labor Day, but increasingly busier shoulder seasons with a significant number of projects typically being undertaken in the winter months.
- Gross operating revenues of the Club and Community are approximately \$5.2M
- Food and beverage revenues, again mostly from the summer season, are approximately \$1.3M
- There are approximately 300 members in all categories
- There are approximately 23 of FT, year-round employees, supplemented by 130 FT seasonal staff, many of whom are housed in Club provided accommodations
- Recent member surveys indicate a high level of satisfaction with most areas within the operation and the Board has undertaken a number of capital improvement projects over the past few years with several additional projects under consideration

**THE ROARING GAP CLUB WEB SITE:** [www.roaringgapclub.com](http://www.roaringgapclub.com)

#### **ASSISTANT GENERAL MANAGER (AGM) POSITION OVERVIEW**

The Assistant General Manager is a newly created role for Roaring Gap as it continues on its effort to ensure continued exceptional memories are created through exceptional services and amenities. He or she will be an integral part of the highly regarded leadership team and will be counted upon to be a strong and visible face of Club operations. Initially, primary focus will be on the overall food and beverage program, which has grown dramatically over the past couple of years, as well as staff recruitment, training and retention. Learning the history and culture of Roaring Gap is critical to a successful transition to be part of this very "family" focused environment.

The Assistant General Manager will:

- Have a strong, highly visible and respectful presence with the membership, while being an exceptional communicator, possess adroit interpersonal skills, and the maturity to instinctively understand our members and guests with a constant orientation toward service excellence. He/she must be able to communicate this expectation to a staff with diverse backgrounds and motivate them positively at all times.
- Have a strong sense of urgency and responsiveness. This is especially true in the height of season (Memorial Day to Labor) when most members are in residence and fully using the Club.

- Be an active and dynamic recruiter of team members and someone enthusiastic about building a team and lead them to significant, positive membership interactions and outcomes. The Club relies heavily on seasonal staff, both interns and H2B/J1 temporary workers. Developing strong relations with the local community, nearby schools and complementary season clubs to share staff is necessary and a crucial success factor.
- Be a collaborative team player willing to be “hands on” when necessary but understand when to step back and lead the team. This included ensuring that both FOH and BOH in F & B are collaborating, but that the AGM is also a primary catalyst to ensuring that interdepartmental communications are done at a high level, consistently and with mutual support and respectfulness.
- Involve associates in the decision-making process of how ‘work gets done’ and create a desirable and rewarding work environment. This is especially true with the significance of long tenured staff at Roaring Gap where a smooth transition to this newly created role will be predicated upon building trust and confidence within the team.
- Have a passion and aptitude for teaching and training, and develop and enhance training programs for all food service personnel, working, as necessary, with the managers directly responsible for those operations. At Roaring Gap, timing for ‘on-boarding’ seasonal staff is short and having outstanding process and procedural training, including role playing training to anticipate situations, is a success factor that will be driven to success by the AGM. Establishing and consistently enhancing operating standards for all personnel and objectively evaluate knowledge, understanding and execution of these standards is important and increasingly expected as service levels continue to evolve.
- Be a focused and objective evaluator of personnel, ensuring that standards of conduct and member service are met; this includes oversight of high standards of appearance, hospitality, service, and cleanliness of all facilities.
- Ensure that an effective orientation and onboarding program exists in all areas of responsibility, along with continuous professional development and training.
- Ensure effective and efficient staffing and scheduling for all facilities and functions while balancing financial objectives with member satisfaction goals.
- Confirm that associates clearly understand performance expectations and that assigned tasks are reasonable, well-conceived and appropriately conveyed. Provide resources necessary to allow employees to perform their jobs effectively and create an exceptional ambience for members and guests.
- Take personal ownership of his or her area of responsibility, with special attention to the physical plant and overall appearance of the operation, and understand the need to be consistently “member ready” in both appearance and service. Paying attention to all the details of success, presentation and delivery are very important.
- Need to have a high level of emotional intelligence; someone with great common sense, an aura of ‘gravitas’ and the ability to interact effectively with all members and staff due to the diplomatic, respectful, calm and rational way in which he/she interacts.
- Have a good understanding of club financials and the ability to create and explain recommendations and strategies to effectively manage and lead his/her areas of responsibility.
- Find it helpful to have experience with event planning, coordination and execution with both small and much larger events.
- Be naturally visible throughout the Club and Community, recognizing that he/she will likely be much of the “face” of social activities, especially the F & B related events.
- Be exceptionally organized. As noted, in the height of season, Roaring Gap can have multiple events and activities occurring simultaneously. Consequently, the need to plan and anticipate in the off-season months helps to ensure a more seamless execution during the summer when it’s ‘all hands-on deck’ and many staff are covering multiple roles and priorities.

## **INITIAL KEY PRIORITIES**

Amongst the many things that the new AGM will be focused on during his/her acclimation and transition to the role and Roaring Gap, the following are some of the key areas/issues of expectation:

- Learn about the history and culture of Roaring Gap before making any significant changes or observations. The Club has a uniqueness to it that needs to be understood and recognized before assumptions are made and changes enacted.
- Ensure that staffing plans in all areas of responsibility are in place and that training systems and procedures to ensure consistent high-quality member services are in place and ready for the orientation effort.
- Ensure that a strong, supportive and mutually collaborative effort and structure is in place in F & B and other areas of responsibility. Educating and 'leading by example' is critical, as is setting standards of expectation for interpersonal relations within and between each department is critical.
- In conjunction with the GM ensure that all senior staff and departmental leaders, as well as staff, understand your role and the overall organizational chart of responsibilities and reporting lines.
- Review and plan for a robust method of internal communications; ensuring that all reasonable avenues are pursued and in place to minimize surprises and positively promote an 'educational' perspective with all communications.
- In conjunction with the GM and Board, review all infrastructure areas within the Club/Community and ensure that priorities are in place for maintenance and repair, as well as longer term strategic reinvestment where needed.

## **CANDIDATE QUALIFICATIONS**

Very strong F & B skills are necessary, as is an intuitively respectful style and mentoring/nurturing/developing approach to staff and team. Roaring Gap's membership expectations for the Club operation, with its multiple operating outlets, events and activities occurring simultaneously in the height of season continue to elevate and the new AGM will be a critical part of setting and meeting those expectations; the ability to be able to manage and lead in such an environment in an organized, thoughtful manner is critically important.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

A Bachelor's degree (B.A.) in Hospitality Management or related fields is helpful, plus a minimum of 5-7 years of increasingly more responsible experience in a high-volume hotel, restaurant or PREFERREDLY member-owned club operation, or an equivalent combination of related education and experience.

## **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The Club, along with the typical CMAA benefits, offers an excellent bonus and benefit package.

## **INSTRUCTIONS ON HOW TO APPLY**

Please upload your resume and cover letter (in that order) using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process.

**Preparing a thoughtful letter of interest and alignment, clearly articulating your "fit" with the profile and the above noted expectations and requirements is necessary.**

**Your letter should be addressed to Mr. Steve Plummer, GM** and clearly articulate why you want to be considered for this position at this stage of your career and why Roaring Gap Club and the mountainous region of Roaring Gap, NC will likely be a “fit” to you, your family and the Club if selected.

**Expressions of interest in this manner should be conveyed to our Firm no later than December 5<sup>th</sup>. Interviews will occur in early January with the successful candidate likely in place in March 2019.**

**IMPORTANT:** Save your resume and letter in the following manner:

**“Last Name, First Name - Resume” &**

**“Last Name, First Name - Cover Letter”**

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

For directions on how to upload your resume and cover letter [visit this page](#).

[Click here](#) to upload your resume and cover letter.

If you have any questions please email Patty Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

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