

# KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE:**

### **ST. CLAIR COUNTRY CLUB**

#### **UPPER ST. CLAIR, PA**

#### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT ST. CLAIR COUNTRY CLUB**

The opportunity at St. Clair Country Club (SCCC) will allow its next General Manager/Chief Operating Officer (GM/COO) to join a club that is considered one of the finest in the Pittsburgh area. He/She will be following a long tenured and well-regarded leader. In doing so, he/she will inherit a strong team of professionals, many of whom have similar tenures, a strong and engaged, family-centric membership at its highest levels in years, and an operation with high levels of both member and staff satisfaction.

St. Clair Country Club is well known in the area for the quality of its course and golf experience, the quality of its F&B operation, racquets and aquatics programs and its overall dedication to “family,” which is evident in the way members use the Club and the care and kindness they have toward the staff.

Moving to the future, SCCC is looking for a highly engaged and ‘present’ leader who possesses outstanding industry vision, financial acuity, and an especially strong understanding and ability to execute a relevant and vibrant F&B operation, which is the cornerstone for member satisfaction at St. Clair. Being comfortable in a truly family oriented club and naturally enjoying that kind of operation combined with truly outstanding team development and communication skills is essential.

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

#### **ST. CLAIR COUNTRY CLUB**

Located eight miles from downtown Pittsburgh, Pennsylvania, in the heart of the South Hills area, St. Clair Country Club was founded in 1916 and has grown through acquisition to 265 acres. This Club is committed to offering services, programs and activities to its members, their families and guests and to providing the highest quality of dining, social, entertainment and recreational experiences.

The Club’s facilities include an 18-hole Keith Foster designed Championship golf course that was renovated in 2007, and a 9-hole Terrace golf course. The Club has a state-of-the-art short game practice facility, separate driving range, year-round Golf Shop, and a strong Junior golf program. The Clubhouse is the home of member and private dining facilities including The Main Ballroom, Crossroads Room, Alibi Room, Library, Arthur’s Grill, Bistro 1916, St. Clair Room, Ladies’ Grill, and Men’s Grill. During the summer months, the heated pool area includes a separate children’s pool, full-service snack bar, fully equipped bath house, diving area, swim/dive teams, and popular poolside social events. Fitness facilities include a wide array of cardio machines, universal weight training machines, personal training and massage therapy. Four on-site Paddle Tennis courts are also available for members.

#### **ST. CLAIR COUNTRY CLUB BY THE NUMBERS**

- 67,000 square foot Clubhouse
- At present, there are approximately 870 members in all categories
- \$44,000 Initiation fee
- \$8,728 Annual dues
- Approximately \$11.8M gross revenues in operations
- Approximately \$3.6M F&B volume (44.% FC) with 60% of it in ala carte member dining
- 159 Employees (105 FTE) in-season

- Approximately 25,000 rounds of golf played annually
- Club accounting and POS system is Jonas
- St. Clair is a 501(c)(7), not for profit, tax exempt corporation
- There are 9 Board Members with three-year terms
- At present, committees include: Nominating, Governance, Budget/Finance, Executive, Golf, Green, Long Range Planning, House/Social, Membership and Swimming/Recreation
- Average age of members is 57 years of age

**ST. CLAIR COUNTRY CLUB WEB SITE:** [www.stclaircc.org](http://www.stclaircc.org)

### **GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) POSITION OVERVIEW**

As noted, the current, highly regarded GM/COO will be leaving St. Clair later this year. The Club has a strong history of tenure amongst many of its senior staff and desires to attract a verifiably high-performing, achievement-oriented, collaborative new leader who views St. Clair as a “destination club” for many years to come.

The GM/COO position has responsibility for all day-to-day Club operations and the Club continues to evolve to a stronger focus on the model of organizational leadership. He/she directs and administers all aspects of the operations--the amenities, project development, staff, and all programs and activities, including each operating entity of golf, racquet sports, pool, food/beverage operations, activities, and programs--to ensure consistently outstanding service delivery to the membership and their guests. The Board of Governors does not want to operate the Club; they have been and want to continue in a higher level of oversight, policy making, governing, and strategic focus. Key to the new GM/COO’s success is the intuitive sense to be “present” and to sincerely engage with every generation of members and their guests. However, St. Clair has a rich history of Club members serving on committees of its various activities to ensure member satisfaction and in support of the Club staff.

The GM/COO is responsible for the creation, implementation and consistent execution of all service standards and processes while providing vibrant, innovative, relevant, and respectful leadership to key managers and staff. A primary objective is for the GM/COO to be the highly visible and interactive face of the Club and to ensure that departmental goals and objectives are defined, understood, evaluated, and enhanced on a continuous basis.

Being a natural mentor to the team also is critically important, as is being a strong advocate for the team’s success. The GM/COO must be a proactive and assertive leader in the process of strategic planning, talent acquisition and retention, membership activities/services programming, ensuring that each of these areas of focus consider current and future membership input and demographics. Additionally, he/she must expect to work to exceed the expectations of members and to recognize trends, evolving demographics, and what will help support the Club in the future. The new GM/COO should have a history of success and of recognizing, respecting, and supporting the contributions of key managers and staff, many of whom have been a part of St. Clair for many years.

### **KEY CHARACTERISTICS**

A key requirement is to be able to work proactively with the Board of Governors and Club committees who in turn will keep the GM/COO focused on key goals and objectives that benefit the long-term well-being of St. Clair, and to ensure that future capital projects are successfully planned and executed, keeping all appropriate constituencies well-informed throughout. The Board of Governors is looking for a partner-like mindset from its GM/COO to take a strong role in running the Club, to be out in front of issues, and to provide them with solutions and executing to successful outcomes where and when needed.

Outstanding communication skills, both written and verbal, are necessary. Additionally, as the primary communicator of most of the information at the Club, a keen ability to listen, engage, build trust, and be highly approachable is also of critical importance.

Other key attributes, characteristics and style of the successful new leader include the following:

- Exceptional financial acumen, detail-orientation to “see” things needing attention, and operations, systems, and facilities expertise.
- Visionary and mission-oriented on behalf of St. Clair Country Club; anticipate how the Club will evolve and be at the forefront of trends in clubs.
- Knowledgeable and innovative as it relates to technology; having the ability to leverage high tech to improve ‘high touch’ with members as well as efficiency of the operation and enhanced data capture is critical.
- Outgoing, conversant, respectful, and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so.
- Actively participate and be a “thought partner” with the Board of Governors, Committees, and contributors to the Club’s success.
- Attract, retain, and develop staff at every level.
- Innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Experience overseeing and implementing capital projects is highly desired.

#### **INITIAL PRIORITIES OF THE GENERAL MANAGER/CHIEF OPERATING OFFICER**

The following priorities have been identified for likely initial primary focus:

- Observe, listen, ask questions, and learn about the culture and heritage of St. Clair Country Club. The Club is very open to changes and improvements, but you must first understand the culture, overall history, expectations, etc.
- Meet and sincerely interact with and engage as many members as possible. Build trust, schedule interactive times, and follow up on details. Being “front facing” and involved in all operations and especially in member high usage areas/times is important.
- Work closely with the F&B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F&B operations are of utmost importance to the membership and meeting a majority of members’ expectations in this area is a critical success factor. Service and culinary standards and consistent delivery thereof is an important focus.
- Spend time with the team (staff in all areas of operations) getting to know them, their abilities, and aspirations and to further their already strong mutual respect and collaborative approach to supporting one another and the Club’s overall mission.
- Develop the Board of Governors and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness.
- Review the full organizational chart of St. Clair, considering trends, areas of focus and future need, etc., and after 90 days creating a “State of St. Clair” report for the Board of Governors with observations and recommendations. Respectfully questioning “why” process, procedures, and systems with a new set of eyes is a desired part of the evolution to a new executive in this role.
- Examine and elevate the overall performance management systems in place at SCCC, recognizing a continued desire to ensure that goals, objectives, accountabilities, and responsibilities should be evaluated with a focus on relevancy. As part of this focus, review the overall HR functions in the Club to ensure consistency within each department and as it relates to continued staff development.
- The Club has a history of exceptional member experiences; consider how to ensure they continue at a high level and where they may be even further enhanced.

#### **CANDIDATE QUALIFICATIONS**

A minimum of 4-7 years of progressive leadership/management experience, preferably in a GM/COO role in a golf and family-centric, private member-owned country club with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar hospitality operation. True ‘rising stars’ from the club industry who have been verifiably well-mentored, or those hospitality industry managers who come from top quality environments and who possess outstanding relationship skills will also be considered.

Verifiable success in the key attributes noted above. A demonstrable record of personal success, unimpeachable reputation, a hunger for “being the best,” recognizable and naturally articulate, because of experience and success, in communicating how and why results were achieved.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

A Degree is highly desirable, preferably in Hospitality Management or Business. In lieu of the degree, substantial private club or hospitality experience will be considered.

Credentials from the hospitality industry, recognizing on-going involvement and commitment to lifelong personal and professional development are desired.

## **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 with the above noted expectations and requirements is necessary.*** Your letter should be addressed to **Michael Gleason, Search Chairman and the SCCC Search Committee**, and clearly articulate why you want to be considered for this position at this stage of your career and why SCCC and the Greater Pittsburgh area will be beneficial to you, your family, your career, and the Club if selected.

***Expressions of interest in this manner should be conveyed to our Firm no later than January 15, 2019. Candidate selections will occur in mid-January and first interviews are expected to occur in late-January, final selections will likely be made in February with the successfully selected candidate starting no later than April 1, 2020.***

**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.

[Click here](#) to upload your resume and letter of interest and alignment.

If you have any questions, please email Holly Weiss: [holly@kkandw.com](mailto:holly@kkandw.com)

## **Search Executive on this assignment:**

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