

THE GOLF CLUB MANAGERS' ASSOCIATION

GCMA
ACCREDITATION



ACCREDITATION LEVELS – QUALIFICATION CRITERIA GUIDE



- **Available to:** Any Affiliate or Full Member of the GCMA
- **Suitable for:** Anyone employed in a Management capacity within a Golf Club (Department Head, Duty Manager, Deputy Manager or a new Golf Club Manager) with aspirations for career progression and professional development
- **Minimum years of experience:** 1
- **CPD Points upon application:** 40
- **CPD Points upon renewal:** 40 per 12 month cycle



- **Available to:** Any Full Member of the GCMA
- **Suitable for:** Anyone employed in a Management capacity at a small to medium sized club, able to demonstrate the effective management of a Golf Club
- **Minimum years of experience:** 3
- **CPD Points upon application:** 80
- **CPD Points upon renewal:** 40 per 12 month cycle



- **Available to:** Any Full Member of the GCMA
- **Suitable for:** A highly proficient and knowledgeable Golf Club Manager, at a medium to larger sized club
- **Minimum years of experience:** 5
- **CPD Points upon application:** 100
- **CPD Points upon renewal:** 40 per 12 month cycle



- **Available to:** Any Full Member of the GCMA
- **Suitable for:** Anyone recognised as a highly experienced and accomplished Golf Club Manager demonstrating continued success at medium or larger sized clubs
- **Minimum years of experience:** 10
- **CPD Points upon application:** 100
- **CPD Points upon renewal:** 40 per 12 month cycle



- **Available to:** Any full member of the GCMA with a minimum of 5 years as an GCMA Accredited Level 3 Manager
- **Suitable for:** Those who have achieved a minimum of 5 years as a GCMA Accredited Level 3 Manager and successful completion of at least 2 GCMA Advanced Management Awards, as well as demonstrating outstanding leadership within the industry.
- **Minimum years of experience:** 15
- **CPD Points upon application:** 300
- **CPD Points upon renewal:** 40 per 12 month cycle

SKILLS, KNOWLEDGE AND
ACHIEVEMENTS

GOLF OPERATIONS
AND HOSPITALITY

Skills, Knowledge and Achievements - Food and Beverage Management

FOOD AND BEVERAGE MANAGEMENT	Aspiring Manager	Level 1	Level 2	Level 3
Understanding the principles of good food and beverage management	*	*	*	*
Overseeing the management of a Food and Beverage Dept		*	*	*
Management of menu planning, costs and stock control			*	*
Delivery of a Food and Beverage Management Plan			*	*
Successfully developing and improving the performance of a Food and Beverage Dept				*

Looking to develop your skills and knowledge in Food and Beverage Management?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

Skills, Knowledge and Achievements - Sales and Service Delivery

SALES AND SERVICE DELIVERY	Aspiring Manager	Level 1	Level 2	Level 3
Managing service delivery within a Department of a Golf Club	*	*	*	*
Managing and resolving customer / member complaints	*	*	*	*
Managing sales procedures within a Golf Club		*	*	*
Operational improvements to service delivery resulting in improved financial performance		*	*	*
Develop service excellence and evidence through improved member and customer retention			*	*
Grow business performance of a Golf Club through improvement to sales and revenue generation				*

Looking to develop your skills and knowledge in Sales and Service Delivery?

- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

Skills, Knowledge and Achievements - Marketing Strategy

MARKETING STRATEGY	Aspiring Manager	Level 1	Level 2	Level 3
Delivery of marketing initiatives for a Department within a Golf Club	*	*	*	*
Managing marketing operations for a Golf Club		*	*	*
Develop and implement a Member / Customer retention plan			*	*
Initiate and implement a Golf Club Marketing Strategy			*	*
Evidence improved business performance through delivery of marketing initiatives and strategy				*

Looking to develop your skills and knowledge in Marketing?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

Skills, Knowledge and Achievements - Golf Course Management

GOLF COURSE MANAGEMENT	Aspiring Manager	Level 1	Level 2	Level 3
Understanding the principles of good course management as a Golf Club Manager	*	*	*	*
Management responsibility for the Greenkeeping Department within a Golf Club			*	*
Managing improvements to quality and golfer experience of a golf course			*	*
Implementation and delivery of a Golf Course Management Plan				*
Implementation and management of a golf course development / improvement project				*

Looking to develop your skills and knowledge in Golf Course Management?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

SKILLS, KNOWLEDGE AND
ACHIEVEMENTS

FINANCE, COMPLIANCE
AND RISK MANAGEMENT

Skills, Knowledge and Achievements - Financial and Accounts Management

FINANCIAL AND ACCOUNTS MANAGEMENT	Aspiring Manager	Level 1	Level 2	Level 3
Management of a Department level budget	*	*	*	*
Management of Golf Club Finances and Accounts		*	*	*
Management and responsibility for Financial Forecasting			*	*
Develop and Manage a Golf Club Budget			*	*
Management of improvements to a golf clubs financial performance				*

Looking to develop your skills and knowledge in Finance and Accounts Management?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

Skills, Knowledge and Achievements - Health and Safety Management

HEALTH AND SAFETY MANAGEMENT	Aspiring Manager	Level 1	Level 2	Level 3
Understanding and supervision of H&S in the workplace for own areas of responsibility	*	*	*	*
Understanding and supervision of H&S in the workplace for all areas of a Golf Club operation		*	*	*
Management of staff training on health and safety in the workplace			*	*
Implementation and review of risk assessments and operating procedures			*	*
Implementation and delivery of a health and safety management plan				*

Looking to develop your skills and knowledge in Health and Safety Management?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

Skills, Knowledge and Achievements - Personnel Management and Employment Law

PERSONNEL MANAGEMENT AND EMPLOYMENT LAW	Aspiring Manager	Level 1	Level 2	Level 3
Recruitment and retention of staff within the Department of a Golf Club	*	*	*	*
Understanding and responsibility for employment law processes		*	*	*
Management of discipline and grievance procedures		*	*	*
Delivery of staff training and development plans			*	*
Understanding and management of the employee performance review process			*	*
Evidence of Employee Performance Management and Improvement				*

Looking to develop your skills and knowledge in Employment Law?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

SKILLS, KNOWLEDGE AND
ACHIEVEMENTS

GOVERNANCE AND
STRATEGIC PLANNING

Skills, Knowledge and Achievements - Golf Club Governance

GOLF CLUB GOVERNANCE	Aspiring Manager	Level 1	Level 2	Level 3
Communication and reporting to key stakeholders (Members, Owners etc)	*	*	*	*
Involved in the overall management and governance of a Golf Club		*	*	*
Management of stakeholder engagement processes		*	*	*
Management of governance procedures within the Golf Club			*	*
Leading the development and improvement of the Governance structure within a Golf Club				*

Looking to develop your skills and knowledge in Golf Club Governance?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

Skills, Knowledge and Achievements - Strategic Planning

STRATEGIC PLANNING	Aspiring Manager	Level 1	Level 2	Level 3
Management of a Departmental Business Plan	*	*	*	*
Management of an overall Golf Club Business Plan		*	*	*
Contribution to the strategic business planning process at a Management level			*	*
Delivery of strategic business plan			*	*
Evidence of improvements to business performance through the leadership of a Strategic Business Plan				*

Looking to develop your skills and knowledge in Strategic Planning?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
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SKILLS, KNOWLEDGE AND
ACHIEVEMENTS

LEADERSHIP AND
PERSONAL DEVELOPMENT

Skills, Knowledge and Achievements - Wellbeing and Mental Health Awareness

WELLBEING AND MENTAL HEALTH AWARENESS	Aspiring Manager	Level 1	Level 2	Level 3
Understanding of responsibilities for mental health and wellbeing support as a Manager	*	*	*	*
Awareness and management of own wellbeing as a Manager		*	*	*
Evidence of responsibility for supporting the wellbeing of employees		*	*	*
Implementation and delivery of employee mental health and wellbeing support processes			*	*
Evidence of ongoing commitment to supporting own and others mental health and wellbeing as a Leader			*	*

Looking to develop your skills and knowledge in Wellbeing and Mental Health Awareness?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

Skills, Knowledge and Achievements - Advanced Leadership Skills

ADVANCED LEADERSHIP SKILLS	Aspiring Manager	Level 1	Level 2	Level 3
Principles and responsibility for team leadership within one Department of a Golf Club	*	*	*	*
Development of leadership skills as the Manager of a Golf Club		*	*	*
Managing effective communication within a Golf Club		*	*	*
Improving the performance of a team through effective leadership and positive culture			*	*
Understanding of own leadership style and impact on others (Emotional Intelligence)			*	*
Evidence of ongoing commitment to enhancing leadership skills and personal development				*

Looking to develop your Leadership Skills?

- For Aspiring and Level 1 Managers, we recommend the GCMA Principles of Golf Club Management programme
- For Level 1 to Level 3 Managers, we recommend the GCMA Advanced Management Programme

YOUR
Experience



YOUR
Skills,
Knowledge &
Achievements



YOUR
Professional
and Personal
Development



GCMA
ACCREDITATION

