



Where Exceptional Golf Meets Pristine Nature!

Volunteer Manual – 2019/2020

Welcome!

The Sandhill Crane Golf Club, formally known as Palm Beach Gardens Golf Course, has a rich history of volunteerism. Without the volunteers of the past, we could not have established an outstanding reputation as a premier golf facility. We welcome you to our team and encourage you to become a part of the exciting future and expansion of the golf course facilities and amenities. This handbook does not provide all of the information you will need to be a successful volunteer; It is merely an outline to assist you in your volunteer experience. Your success as a volunteer will develop through hands-on experience with course operations. Our success as a volunteer program will rely heavily on your input and experiences; we encourage you to provide ideas and suggestions for improving our program so that we may excel in delivering the best customer service experience in every department within the golf operation. Through your volunteering experiences, we ask that you keep the following concepts in mind:

Be Exceptional at Customer Service
Communicate
Be a Team Player
See Something, Say Something

We proudly operate as a City of Palm Beach Gardens Signature Facility. The expectation is that all staff and volunteers provide the highest level of customer service to our patrons. Golf is a business of impressions and perception. Your constant attention to our patrons and friendliness is the backbone to delivering an exceptional golf experience to our customers.

Thank you and welcome aboard!

Sincerely,

The Golf Management Team

A note about using this manual: This manual provides a highlight look at the operation and the expectations of a volunteer. Numerous other policies for the Golf Course and City which are available through the Golf Management Team. Although, we will make every effort to share pertinent information, it will also be every volunteer's responsibility to seek out information, ask questions, submit suggestions, and stay informed with policy, procedural, and regulation changes. On occasion, we will send out information via email, so please keep us current with your contact information and read your emails regularly.

Mission Statement:

Our mission is to operate the best public play facility in the area through exceptional playing surfaces and a positive, friendly staff who deliver the best golf experience to each patron and invited guest.

Course Management:

The City of Palm Beach Gardens is the owner and operator of the course. The daily management team includes the Director of Golf, Head Golf Professional, Golf Operations Manager, Golf Shop Manager, 1st Assistant Golf Professionals, Superintendent, Assistant Superintendent, and Administrative Assistants. They work as a team to manage the facility to the highest standards. You will be assigned a direct supervisor who will manage your schedule and train you on our standards. Please understand that the Management Team will also provide direction daily. The First Assistant Golf Professionals will serve as the Volunteer Coordinators. As our facility operates 365 days per year, it takes the entire team working together to keep the operations running smoothly.

Volunteerism:

Volunteers are people who have chosen to donate their time and talent to the facility. A volunteer is not a city employee and therefore not subject to the benefits of staff. In return for the donation of time, volunteers will be given use of the SCGC Facilities. These uses will be governed by the Volunteer Play Policy which can be found in the Standard Operating Procedures binder in the Administrative Offices. There is no implied relationship between the City and a volunteer. Volunteers who do not meet the expectations for quality of service and teamwork will be relieved of their duties. Volunteers will have no recourse or review when such action is taken by the Golf Management Team.

Communication:

Volunteers are to communicate directly with a member of the Management Team if they have a concern, suggestion, or information that could benefit the operation. Volunteers must refrain from negative comments regarding the course, operations, fellow volunteers or staff members, and must not partake in gossip or the dissemination of information that has not been validated by the Management Team or City Administration. Please respect your fellow volunteers and co-workers. You are asked to speak directly to a Management Team member about any concerns you may have regarding the course operations. Together, through communication, it is our goal to run a profitable, fun, and sustainable course and operation for the City of Palm Beach Gardens, its residents, and our guests.

Customer Service Expectations:

It is our responsibility to provide the highest level of customer service to our residents, passholders, and guests. Delivering exceptional **SERVICE** to everyone on property is the number one priority for each staff member. Our continued business success heavily relies on our course conditions, tournament and play management, and most importantly, customer satisfaction and perception.

Team members are expected to:

1. **Be friendly** – Smile, stand, make eye contact, and greet each patron within 10 feet with a friendly “hello” or “how may I help you!”
2. **Be helpful** – Patrons come first.
 - If you see them carrying their bag, offer to carry it for them.
 - If you are speaking with a group of team members, stop to serve a patron who has entered the area.
 - If a patron asks for information, relay the information to the best of your ability and if possible, also show them or explain in detail what they need to know.
3. **Be informative** – Patrons should be guided through their experience and given as much information as possible to eliminate confusion regarding procedures or policies.
4. **Act as a professional representative of the club** – Enforcing policies and procedures may cause situations to arise in which customers are unhappy or upset. In these situations, listen patiently and let the patron know that you understand why they are upset but refrain from engaging in confrontation with a customer at all costs. If a confrontation ensues, seek out the assistance of a manager to diffuse the situation. If a manager is not present, ask the patron for his/her contact information and follow up with a member of the Management Team as soon as possible. Please provide your version of the incident and explain all circumstances in detail, in an email, if possible.
5. **Promote the course** – Volunteers are expected to act as Ambassadors of the club, the facility, and the City. Behavior reflecting otherwise or negative attitudes towards such entities may result in the termination of you volunteer status and relationship with the club in a volunteer capacity.
6. **Be pleasant and use courtesy as much as possible** – “Please” and “Thank you” go a long way to letting our patrons know they are valued. Please be courteous and kind in all interactions, regardless of the behaviors of others.
7. **Be respectful of all groups utilizing the facility** – No patron should be labeled as anything other than a valued customer. Discrimination and/or derogatory behaviors or words towards individuals, groups, or entities will not be tolerated.

Volunteer Expectations:

In exchange for golf playing privileges, volunteers are expected to treat their assigned responsibilities with respect and dedication. Volunteers are valued members of the operation team and will be treated with respect and consideration. Volunteers are at core of our customer service experience. Because of this prominent position, volunteers are to follow the rules and regulations of the course, act in a professional manner, and may not take or give privileges not authorized of their position or by a Management Team member.

Volunteers are expected to enforce all the rules and regulations of the golf course. If you encounter a patron violating a rule, it will be expected that you address the situation in friendly manner. **This is one of the most important roles of our volunteers and is a daily responsibility.** Volunteers are the extended
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eyes and ears of the operation. The Sandhill Crane Golf Club is an amazing place to play golf and the City has made a significant investment in the facility and amenities on property. For this reason, it is incumbent of all those working at the course to maintain the quality of the course, the facility, and the daily experiences. We are proud of our club and welcome you to our team!

Volunteer Positions:

Each position involves a high interaction with co-workers, patrons, adults, and children. The expectation is that volunteers will interact with everyone in a positive, friendly manner while executing their responsibilities.

- **Customer Service Assistant:** Assists with the golf shop operations such as answering phones, reserving tee times, general cleaning, merchandising, and administrative projects. Strenuous labor is at a minimum. Volunteers must be able to bend, stoop, lift, push, and pull up to 25 pounds and stand for long periods of time.
- **Ranger:** Works with the Starter to ensure proper pace of play, assist on-course golfers, and enforce the rules of the course and club. Rangers are also responsible for course maintenance such as fixing ball marks, filling divots, and picking up trash. Volunteers must be able to move freely in and out of a cart, walk while carrying tools, bend to fill divots, carry buckets of sand, and work in all weather conditions for prolonged periods of time.
- **Range Assistant:** Range Assistants help the Starter call groups to the tee, assist patrons on the practice facilities, and fill divots on the range. Volunteers must be able to move freely in and out of a cart, walk and stand for long periods, walk while carrying tools, bend to fill divots, carry buckets of sand, and work in all weather conditions for prolonged periods of time.
- **Programming Assistant:** Program assistants help plan and lead golf activities and events. Responsibilities include light office and administrative tasks, supervision of students- predominantly juniors- during golf camps, clinics, and group instruction, setup and breakdown of activities, overseeing transportation to various golf locations and practice facilities, and other important functions of a highly successful Golf Program. This position may involve working in all weather conditions, standing for long periods of time, and moderate physical activity. Those wishing to volunteer as a Programming Assistant must be cleared through DCF to work with minors.
- **Operations Assistant:** These volunteers work with staff on maintaining the cart fleet, completing small “fix it” projects, and keeping up with the general maintenance and cleaning of the facilities. It is important that those who volunteer for this position have general home repair knowledge.

This position may involve working in all weather conditions, bending, stooping, pushing, and pulling up to fifty pounds, and lifting small parts and equipment overhead.

- **MGA/WGA/Ladies 9 Hole League Coordinators:** These volunteers lead their respective league committees and league members. They are responsible for the communication between the league and the Management Team in all matters. They coordinate the running of league activities and events as well as manage the day to day functions that are required for the leagues to operate.

Volunteers should carefully consider the position they wish to accept. Everyone knows his or her limitations physically and mentally. We want you to be happy while serving our customers!

Scheduling:

The needs of the operation drive volunteer opportunities. Volunteers will be assigned routine shifts and positions, whenever possible. Volunteers are required to be available to work two (2) shifts per week. These shifts are not governed by hours-worked, but rather by SCGC necessity. Although we will strive to maintain a consistent schedule, volunteers will be asked to change an assignment or work additional shifts to meet the needs of the operation. Volunteers are held responsible for filling their routine shift if they have a conflict in meeting their course responsibilities. Volunteers are free to change shifts with another volunteer for positions that they have been trained and/or cleared to fulfill. It is the responsibility of the volunteer who initiated the change to post the change on the schedule and to notify their supervisor.

Volunteer Types:

We realize that volunteers are giving of their time because they care about the game of golf and are proud of our facility. Both annual and seasonal volunteers are vital to the operation. Volunteers are needed for continuity of operations.

An “active” volunteer is a seasonal or annual volunteer that is available to work at least twice per week during their tenure with the course or reasonable amount of their assignments if their scheduling is periodic. Time away from volunteer duties is acknowledged as an important part of daily life. Volunteers are responsible for filling their shifts. The Management Team will routinely review anticipated and unanticipated shift conflicts with volunteer assignments. If the Team determines that a volunteer routinely changing shifts has become cumbersome to the efficient scheduling of the operation, the volunteer will be asked to elaborate as to why and possibly could be relieved of their assignment.

- **Seasonal** – A seasonal volunteer is one that works less than an Annual Volunteer and works predominantly in the fall to spring, or summer months.

- **Annual** – An annual volunteer works at least 40 weeks per year and works at least once each summer month (May 1 to September 30).
- **On-Call** – May be available and should be discussed with someone on the Management Team.

Seasonal Volunteers cannot use their privileges when not working. Likewise, Annual Volunteers cannot use their privileges when on leave for more than two weeks. Volunteers will have access to utilize their privileges for one week after their last worked shift. **Volunteers will not lose their privileges unless they violate the Volunteer Play Policy, knowingly allow another to violate any of the Play Policies, do not return, quit, or are relieved of their responsibilities.**

Uniforms:

The image of those working at the course is an important part of the branding and marketing program established for the course. Volunteers are expected to present themselves in a professional, clean manner each time they work. This includes clean clothing along with good grooming standards and personal hygiene. Uniforms are governed by policy. Please refer to that policy for further information.

Dismissal:

Volunteers are respected members of the golf staff team. As such, they are held to standards that reflect positively on the course. Volunteers should **ALWAYS** follow course rules, guidelines and city policies, on duty and off. **Additionally, the volunteer program is built on each person ensuring that their responsibilities are completed each shift.** Those volunteers, who are unable to accomplish these basic work guidelines, will lose the privilege of being part of the team. Volunteers engaging in disparaging comments, conversations, or actions towards the course, its management or staff, or the City will be relieved of their duties.

Volunteers will be given an opportunity to explain issues as they arise. If the Management Team finds that it is in the best interest of the course to cease the relationship, the volunteer will be notified in person.

Playing Privileges:

Playing privileges are managed by the Volunteer Play Policy approved through City Administration. Volunteers are always expected to adhere to this policy.

Tipping and Gifts:

Service is our number one, daily priority. Tipping, although a standard in the service industry, **should not be expected, nor solicited by any team member. Team members basing the quality of their service on who gives them a tip will be relieved of their duties.** As a municipal owned course, we operate under

the jurisdiction of the Palm Beach County Commission on Ethics for these matters. Volunteers acting outside of the general opinion guidelines of the Commission, will be relieved of their duties.

Due to the nature of influence of volunteers on patrons and golf related purchases, volunteers are not, per city policy, **allowed to accept ANY gift** from a vendor or course related contractor/agent. This includes minor items and privileges offered by vendors, contractors etc.

Use of Position:

Being associated with the City golf facility is a privilege. Volunteers cannot use their association with the course for any personnel gain nor can they give away any privileges of the golf facility.