



Where Exceptional Golf Meets Pristine Nature!

Volunteer Manual – 2017 Season

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 of the golf course. 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 from constant learning about course operations, providing input so that we may excel in customer service, and attention to detail as a team member. We ask that you simply keep the following concepts in mind each time you are volunteering:

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

We are proudly operated 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 impression and perception. Your constant attention to customer service and friendliness is the backbone to delivering an exceptional golf experience to those who pay to utilize our facility.

Thank you and welcome aboard!

Sincerely,

The SCGC 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 exist. Although, we will make every effort to share, it will be your responsibility to seek out information, ask questions, submit suggestions, and generally stay in the “know”. On occasion, we will send out information via email, so please keep us current with your contact information. Additionally, a bulletin board near the time clock will have from time to time material for you to read.

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 Superintendent, Head Professional, Business Manager, and Golf Supervisor. 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 “team” will also provide direction on a daily basis. The volunteer coordinator is the Golf Supervisor. Our facility is open 365 days per year and it takes all of us 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 not subject to benefits of staff. In return for the donation of time, volunteers will be enrolled in a rewards program. There is no implied relationship between the City and a volunteer. On occasion, certain volunteers will not meet the expectations for quality of service and teamwork. In this case, the volunteer will be relieved of their duties. Volunteers will have no recourse or review when such action is taken.

Communication:

Volunteers are to communicate directly with a member of the management team if they have an issue, suggestion, or information that could benefit operations. Gossip is a team spirit “killer”. Please respect course operations by not engaging in gossip. You are asked to speak directly to a management team member about any concern. We are here to help make your volunteer experience enjoyable. You are here to help make the course the best in South Florida. Together, through communication, we can accomplish this!

Customer Service Expectations:

Patrons have certain expectations when they are paying for services. As a golfer, you expect a certain level of service when you visit a course. Each person utilizing our facility has the same or higher expectations. For this reason, **SERVICE** is the number one priority for each staff member. The overall perception of the golf course relies heavily on a patron’s judgment of how he or she was treated throughout the day. Our continued business success relies on each patron being so happy with their experience that they return.

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 talking with a group of team members, stop to serve a patron who has entered the area.
 - If they ask for information, not only give it to them, but 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 on the course’s procedures.
4. **Never Argue** – Never raise your voice or engage in a confrontation with a customer. Listen patiently and let the patron know that you understand why they are upset. Seek a manager to diffuse the situation. If a manager is not present, ask the patron for his/her contact information and follow through with a member of the management team as soon as possible.
5. **Promote the Course** – It is unacceptable to criticize any part of the golf course’s operation to the public. If you have a complaint, please bring it to your supervisor.
6. **Use “Please” and “Thank You”** – Common courtesy go a long way. As you probably do, our patrons want to know they are valued. The use of these two common words is necessary in customer service.
7. **Do Not Use Preconceived Notions** – No patron should be labeled as anything other than a valued customer. People are people, simply put. Discrimination and/or derogatory behaviors or words 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 operations team. You will be treated with respect and it is expected that you return the respect by conducting yourself in a professional manner. Volunteers are the front line to customer service. Because of this prominent position, volunteers are to follow the rules and regulations of the course, and not to take, or give, privileges in any manner.

Volunteers are expected to enforce all the rules and regulations of the golf course. If you encounter a patron breaking a rule, it will be expected that you address the situation in friendly manner. **If you do not feel that this should be your responsibility, please do not volunteer.** Volunteers are the extended eyes and ears of the operation. The course is an amazing place to play golf and the City has made a significant investment in the facility. For this reason, it is incumbent of all those working at the course to maintain its high quality. We are proud of our course!

In addition, as you will be expected to enforce the rules with patrons, **it is expected that you abide by the rules.** “Do as I say, not as I do” is an unacceptable practice.

Volunteer Positions:

All of the positions involve a high interaction with patrons, adults, and children. The expectation is that volunteers will interact with patrons in a positive, friendly manner while executing their responsibilities. Please note that efforts will be made to accommodate a volunteers requested position and work schedule. At times, you may be asked to work different positions and /or schedules to meet the needs of the club.

- Customer Service Assistant: Assists with the pro shop operations such as answering phones, general cleaning, merchandising, and administrative projects. Strenuous labor is minimal.
- Ranger Assistant: Works with the Lead Ranger to ensure pace of play, assist on-course golfers, and enforce playing rules. Rangers are also responsible for course maintenance such as punching greens, filling divots, raking bunkers, straightening ropes/stakes, 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.
- Cart Assistant: This position is responsible for greeting patrons, handling golf bags, maintaining the cart fleet (including physical appearance and reporting damage), and working with the Starter on organization of the golfers heading out to play. Volunteers in this position must be able to move freely in and out of carts, move quickly between the cart barn and cart staging areas, lift heavy golf bags, work and stand for long periods in all weather conditions for prolonged periods.
- Range Assistant: Range Assistants help the Starter call groups to the tee, assist patrons in 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.
- Starter Assistant: Works with the Master Starter organizing playing groups to ensure that the start and continuance of play is timely. This position involves significant walking and standing for longer periods in all weather conditions.
- Programming Assistant: Program assistants help plan and lead golf activities and events. Some of the work can be considered “office” work and other responsibilities include assistance with teaching golf, leading activities, and assisting with tournament planning/operations. This position can involve working in all weather conditions, standing for long periods, and high physical activity.
- Operations Assistant: These volunteers work with staff on maintaining the cart fleet, completing small “fix it” projects, and keeping up with the general maintenance/cleaning of the facilities. It is important that those for volunteer for this position have general home repair knowledge. This position can involve working in weather conditions, bending, crouching, and lifting/pushing equipment.

Volunteers should carefully consider the position they wish to accept. Only each individual 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 a routine shift and position. Although we will strive to maintain a consistent schedule, volunteers will be asked to change an assignment or work extra 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 volunteers for positions that they have been trained. **It is the responsibility of the volunteer who initiated the change to post the change on the schedule and to notify their supervisor.**

Each volunteer is to monitor his or her schedule and subsequent rewards. **Volunteers are responsible for informing their supervisor if there is an issue with either.** This includes if their rewards are not accurately being added or subtracted.

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. Annual volunteers are needed for continuity of operations so their reward for volunteerism is heightened. Seasonal volunteers are also highly valued but are subject to a different level of volunteer reward program.

An “active” volunteer is a seasonal or annual volunteer that works at least once 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 shift 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 the end of September).
- **On-Call** – May be available and should be discussed with someone on the Management Team.

Rewards Program

In exchange for the commitment to meet of the responsibilities of a volunteer position, a reward program has been established. This program may be amended from time to time, but earned rewards will not be retracted unless the volunteer is relieved of their responsibilities or ceases volunteering. Only the volunteer earning the rewards can utilize the rewards.

The Golf Supervisor will keep this program documentation.

The rewards program will consist of:

- Completes 6-hour shift – 1 credit
- Holiday shift – 3 credits
- Emergency call in shift – shift reward plus 2 credits (fills a spot as requested by the Management Team)
- Additional hours added to a shift - .25 credit per hour
- Annual Volunteers will receive 10 credits annually after they complete a full year (from the date of their first shift).

Seasonal Volunteers cannot use their rewards when not working. Likewise, Annual Volunteers cannot use their rewards when on leave for more than two weeks. Volunteers will have access to utilize their rewards for one week after their last worked shift. **Volunteers will not lose rewards unless they 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 and their rewards. 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 policy approved through City Administration. Volunteers are expected to adhere to that policy at all times.

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.