



RCS Hospitality Group  
a new generation of hospitality management  
6412 Brandon Ave. #339 Springfield, VA 22150  
[www.consultingRCS.com](http://www.consultingRCS.com)

Position Available:  
**DIRECTOR OF CLUBHOUSE OPERATIONS**  
**Columbia Country Club**  
Chevy Chase, MD

Columbia Country Club, located in Chevy Chase, Maryland is seeking an experienced hospitality management professional to join their team as its new Director of Clubhouse Operations.

**POSITION OVERVIEW**

The Director of Clubhouse Operations (the “Director”) is ultimately responsible for all clubhouse food & beverage operations on a daily basis, including its dining options, banquet events, and relationships between Club members, guests, and employees. Being the “public face” of these operations with a hands-on approach and an understanding that full “on-the-floor” member and staff engagement is critical to success in this position. The Director consistently provides superb dining and other food and beverage experiences for the Club’s membership and their guests.

The Director works closely with, and reports to, the Club’s General Manager/COO. In addition, the relationship with the Executive Chef, Director of Catering, and club management team is very important to this position, ensuring collaborative and harmonious relationships between front and back-of-house operations.

The Director will also provide guidance and support to the House Services department and all aspects of the Club’s Family Activities Building which houses Fitness, Aquatics, Kid City, Youth Activities, Bowling, Locker Rooms, and Ice Skating assuring the highest quality standards are held as we serve our members daily.

**JOB SUMMARY: ESSENTIAL FUNCTIONS**

Be the primary coordinator of food and beverage, budgeting, hiring, orientation, coaching, training, menu development, inventory control, creating an outstanding culture of teamwork, and the supervision of associates to ensure all is done in accordance with approved Club policies and compliance with governmental regulations.

- Have a strong and highly visible and respectful presence with the membership, be an exceptional communicator, have expert interpersonal skills, and have the maturity to instinctively know how to treat members and guests with a high level of service. He or she must be able to communicate these expectations to staff with diverse backgrounds and motivate them positively to understand and execute those expectations.
- Be responsive to members’ requests for menu selections, suggestions, complaints, etc., and strive to find creative ways to accommodate reasonable requests; have a belief in a service philosophy of “the answer is ‘yes,’ what is the question?”
- Be an active and dynamic recruiter of team members and someone who inherently enjoys developing and building his/her team and leading them to significant, positive membership satisfaction outcomes.
- Have a passion and aptitude for teaching and training. Develop and enhance training programs for all front-of-house personnel, working, as necessary, with the managers directly responsible for those operations.
- Be a collaborative team player who is willing to be “hands-on” when necessary but understands when to step back and lead the team.
- Have a strong sense of urgency and responsiveness, while also maintaining the quality and integrity of the department’s business plan.
- Ensure that an effective orientation and onboarding program exists in all areas of responsibility, along with consistent professional development and training.



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- Recommend, monitor, and manage policies, operating procedures, and staffing for all F & B and clubhouse areas; recognize the needs and consistently perform to high levels of service in each of these operating areas.
- Oversee dining areas to ensure a smooth and consistent experience, commonality of service standards, high levels of member and guest satisfaction, quality food products, and exemplary service in conjunction with dining room staff and the Executive Chef.
- Be a focused and consistent evaluator of personnel, ensuring that standards of conduct and delivery are met; this includes oversight of high standards of appearance, hospitality, service, and cleanliness of the clubhouse facilities.
- Conduct and/or oversee training programs for front-of-house personnel on various issues including enhanced service techniques, knowledge of menu items and daily specials, cleanliness and organization, team building, and conflict resolution; regularly test and evaluate knowledge and understanding of these expectations.
- Develop and implement marketing programs to increase dining room, banquet, and general participation in F&B-related activities.
- Hold daily and weekly staff meetings with direct reports to keep them informed of necessary and relevant activities and expectations at the Club. Assist in planning and be responsible for ensuring that special club events are well-conceived and executed.
- Clearly understand the metrics for the successful attainment of financial goals and objectives in F&B operations, and consistently review these expectations with his or her direct reports to ensure understanding and 'buy-in' from those contributing to their attainment.
- Develop and monitor plans, budgets, and procedures to provide direction and controls for food and beverage operations; including but not limited to costs of goods sold, payroll, and operating expenses. Implement corrective procedures as necessary to help ensure that budget goals are attained.
- Ensure adherence to, and compliance with, all health, safety, liquor consumption, and all other food and beverage regulations. Keep current on all matters pertaining to the food and beverage industry.
- Be responsible for the management of all alcoholic beverage inventories and purchases.
- Involve associates in the decision-making process of how 'work gets done' and create a work environment people want to come to and participate in every day.
- Lead House Committee Meetings and serve as an ad hoc member of other appropriate club committees.
- Establish and uphold expectations for dress, decorum, and other service standards and consistently monitor for adherence at all times.

#### INITIAL PRIORITIES OF THE DIRECTOR OF CLUBHOUSE OPERATIONS

- Observe, listen, ask questions, and learn about the culture of Columbia Country Club. The Club is 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 and follow up on details. Being "front-facing" and involved in all operations and especially in member high usage areas/times is important.
- Spend time with the team (staff in all areas of operations) getting to know them, their abilities, and aspirations, and further their already strong mutual respect and collaborative approach to supporting one another and the Club's overall mission.
- Develop growth opportunities for F&B staff by developing and enhancing training programs for all front-of-house personnel, working, as necessary, with the managers directly responsible for those operations.



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#### ESSENTIAL QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

- Bachelor's Degree (B.A) from a four-year College or University is highly desirable, preferably in Hospitality or Business Management.
- In lieu of the degree, a minimum of eight years (8) of related experience and/or training; or an equivalent combination of education and experience is required.
- Proven experience leading Food and Beverage operations in an upscale environment; experience in high-volume private clubs required.
- Proficient in Microsoft Word, Excel, PowerPoint, and Outlook. Jonas point-of-sale software knowledge is preferred, but not required.
- TIPS Alcohol Awareness and CPR/AED certifications are preferred at date of hire and are required within the first year of employment.
- Able to meet the physical demands and responsibilities of the position. He/she will, while regularly performing the essential functions of the job, be standing, sitting, and lifting/moving items or objects over fifty pounds and sometimes lift/move items up to one hundred pounds.

#### REPORTS TO

General Manager

#### DIRECT REPORTS

Assistant Clubhouse Manager, Assistant Manager(s), Food and Beverage Supervisor(s), Fitness Director, Pool Manager, Youth Activities Director

#### COMPENSATION & BENEFITS

Salary is open and commensurate with qualifications and experience. The Club, along with the typical CMAA benefits, offers a benefits package.

#### CLUB OVERVIEW

Established in 1898, Columbia Country Club is a private, member-owned club, formerly known as Columbia Golf Club. The Columbia Golf Club was organized by nine men with a mission to promote "educational, literary and scientific purposes; social activities and mutual improvements; and to support athletic exercise, outdoor sport, and amusement." The Columbia Golf Club was disbanded following the last round of golf on December 31, 1910.

The opening of the new Columbia Country Club occurred on January 1, 1911. The Connecticut Avenue site had been purchased in 1909 from the Chevy Chase Land Company. The certificate of incorporation is dated August 25, 1909. The clubhouse was designed by Club member Frederick B. Pyle. The golf course is widely recognized as a Walter Travis design. Herbert Barker and Columbia Founding Member Dr. Walter S. Harban, both close associates of Travis, are often noted as the official designers. The Club has hosted three national golf championships - the 1921 United States Open, the 2003 United States Junior Amateur Championship, and the 2021 United States Girls' Junior Championship.

Since its inception, Columbia Country Club has grown and offers a full range of athletic, social, and recreational facilities. These include indoor and outdoor tennis courts, indoor and outdoor pools, a state-of-the-art fitness center, a six-lane duckpin bowling center, platform tennis courts, pickleball courts, a child-minding center, and more. Additionally, the Club maintains multiple restaurants, providing a variety of dining experiences for its members and their guests, and



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allowing members to host personalized private functions. In the end, the essence of Columbia is not defined by the dining rooms or the athletic facilities, but by the tradition, excellence, and camaraderie of the membership and the close relationship that exists between the membership and staff that have become known as the Spirit of Columbia.

In January 2023, the Club launched a \$15 million project to renovate 70% of the Clubhouse's lower level including a new expanded kitchen, renovated Terrace Dining Room, Women's Locker Room, and Men's Tennis Locker Room. The project is scheduled to be completed in Summer 2024.

#### CLUB DETAILS

- 1590 Total Memberships
- 82 on Membership Waitlist
- \$102,000 Member Initiation Fee
- \$20M Total Gross Revenues
- \$9.4M Annual Dues Revenue
- \$8M Food & Beverage Revenue
- 292 Employees in-Season/207 Employees Year-Round
- Amenities include a 90,000 sq. ft. Main Clubhouse, 18-Hole Walter Travis designed Golf Course, 11 Har-Tru Clay Tennis Courts, Indoor Tennis - 3 Hard Courts (winter), Four Paddle Tennis Courts, Fitness Center, Two Outdoor Swimming Pools, One indoor/outdoor lap pool, Pickle Courts - 2 permanent and 2 seasonal (summer), 6 Duckpin Bowling lanes
- 15 Board members
- 14 Standing Committees
- Website: <https://www.columbiacc.org/>

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