

# The Hospitality Forum

For The Private Club, Hotel/Resort, Food, and Service Industries

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20048 Appledowne Circle, Germantown, MD. 20876 \* (800) 249-9973 \* fax (240) 683-6444 \* email: rday@2erols.com  
www.brg-consulting.com

**Special points of interest:**

- The Hospitality Resource Group introduces a new and much needed, service, Forensic Analysis
- HRG has developed a comprehensive candidate questionnaire to assist clubs in hiring a new General Manager.

## FORENSIC ANALYSIS. DO YOU NEED IT?

Through one of its Affiliates, HRG is now offering a much requested new service, Forensic Analysis/Audits. Unlike a traditional year-end financial audit, a forensic analysis/audit is related to the integrity and accuracy of financial reporting, representation of financial results, theft or misuse of corporate resources, fraud and corruption, adequacy of internal controls, and fraud risk assessments.

These initiatives are of particular significance where you have had poor financial performance, resulting in the hiring of a new General Manager, and when a club is being transitioned from a developer owned facility, to a member owned facility.

In other words, you want to know if your revenues have been, and are being, spent appropriately.

If, in fact, there are control weaknesses in your organization, it is critical to identify and recommend corrective action.

Systems can be designed to detect and deter fraud, misuse, abuse, and troublesome errors in a manner that is significantly more effective and cost-efficient than manual internal auditing.

Today, more than ever, with increased competition and tight revenues, you want to know how your money is being spent.

This process analyzes everything from the purchase and procurement process, contract review,

expense reimbursement, inventory controls which could spotlight abuse of a club's funds or assets, and financial reporting.

We urge any incoming General Manager or club board that is involved in a member takeover process, to strongly consider this initiative. By establishing financial operating and reporting guidelines, you are providing your club with the best opportunity to succeed.

For further information, call us at **800-249-9973**



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## RECENT CLIENTS

**Ironhorse Country Club**

**The Los Angeles Tennis Club**

**New Seabury Properties**

**Mariner Sands Country Club**

**Ernst & Young**

**The Country Club at DC Ranch**

**Woodland Hills Country Club**

**Cedarbrook CC**

**Forest Lake Country Club**

**The Landings .**

**Scioto Country Club**

**Harlingen CC**

**NHLC Catering, Inc**

**Paris Country Club**



## HRG Develops Comprehensive Candidate Questionnaire

*“The Hospitality Business is not bricks and mortars, it’s the people business. Get good people and train them to be the best, and you will be successful”*



Knowing that the approximate average tenure of a club General Manager is 2.7 years, that 50% of hires are mis-hires, and that the cost of a mis-hire to a club is staggering, The Hospitality Resource Group developed a comprehensive candidate questionnaire, that one recent candidate described as a “dissertation on club management”.

Searching for a General Manager is a daunting task. For any announced opening, there will be a minimum of 50 responses and, everyone looks good on paper.

Designed by industry professionals, the questionnaire is intended to ask, in some cases, the tough questions that a club search committee may not think of.

Interestingly, less than 35% of candidates will complete the questionnaire, indicating to us that the document exposes areas of concern in the candidate’s background.

The questionnaire also serves as an interview guide for club search committees, as they will have a candidate’s responses in front of them prior to any face-to-face interview.

As a companion piece to the comprehensive questionnaire, HRG also employs a short financial competency test that identifies a candidate’s basic financial skills.

Hiring an outstanding General Manager is, next to developing a long range/strategic plan, the single most important task a club board performs. Our experience indicates, that, while most board members are obviously successful individuals, few have had actual experience in running a private country club. This is not an easy job, as indicated by the significant turnover rate.

A General Manager needs to be an operations expert, a food and beverage expert, a financial expert, a marketing

expert, an excellent communicator, a human resources expert, and be willing to work extraordinarily long hours, often at the sacrifice of his, or her, family life.

While this questionnaire is not an absolute guarantee that you will make a great hire, it is certainly an additional tool that may be utilized by your club’s search committee in its endeavor to find the best candidate.

The Hospitality Resource Group can assist your club in its search for the best candidate, or it can provide you with a copy of the questionnaire should your search committee wish.

If we can answer any questions, please feel free to call us toll free at 800-249-9973.

Also, please visit our website at: [www.hrg-consulting.com](http://www.hrg-consulting.com) for more information about our company.

## Services Offered by The Hospitality Resource Group

### DIRECT SERVICES

- Comprehensive Membership Surveys to include survey design, tabulation, analysis and recommendations
- Strategic Planning
- Operational Audits
- Board Orientations
- Staff Training
- Food and Beverage Analysis
- Executive Search — General Managers
- Retail Operations
- Customer Service
- Membership Marketing
- Health Club/Fitness Consulting
- Restaurant Operational Analysis and Solutions
- Hotel/Resort Operational Analysis & Solutions

Also, ask about our **Affiliate Services**

To learn more, please visit our web site at [www.hrg-consulting.com](http://www.hrg-consulting.com)

You may also call us toll free at **800-249-9973**