

METRICS AT A GLANCE: Compensation and Benefits

Historically, compensation and benefits surveys in the club industry focused on top executives with very little attention paid to other salaried or hourly positions. By expanding the position coverage and the number of metrics analyzed, Club Benchmarking allows members to have a complete HR snapshot of nearly every position in the club and an industry specific understanding of compensation levels for new and existing employees.

Club Benchmarking members

have 24/7 access to comparisons and reports on *all* of these positions:

Salaried Positions

- Chief Financial Officer
- Executive Chef
- Golf Course Superintendent
- Director of Golf
- Head Golf Professional
- Head Tennis Professional
- Assistant General Manager
- Clubhouse Manager
- Food and Beverage Director
- Catering Manager
- Director of Technology
- Human Resources Director
- Controller
- 1st Asst Superintendent
- 1st Asst Golf Pro
- 1st Asst Tennis Pro
- Membership/Marketing Director
- Director/Chief of Security
- Head of Building Maintenance
- Health and Fitness Director
- Aquatics/Pool Director
- Bar Manager/Head Bartender
- Secretary/Admin
- Dock/Harbor Master
- Boat Yard Manager
- Race Director

Hourly Positions

- Course/Grounds Maintenance (Skilled and Laborer)
- Building Maintenance Staff
- Lifeguard
- Bartender
- Housekeeping Staff
- Wait Staff
- Bus Staff
- Cooks

Salaried Position Metrics

- Years in the club management profession
- Years employed at current club (total and in current position)
- Highest level of education completed
- Prevalence of written performance evaluations
- Responsibility for employee performance evaluations
- Employment Contracts—Eligibility and Length
- Gender & Age
- Base Salary & Cash Bonus
- Actual Retirement Contribution Amount
- Actual Deferred Compensation Value
- Actual Insurance Subsidies Value
- Auto Allowance Value
- Housing Allowance Value
- Clothing Allowance Value
- Education Allowance Value
- Competitive Dining Allowance
- Basis for Cash Bonus
- Retirement Plan Options
- Assignment of Lesson Revenue
- Total Benefits Compensation
- Total Compensation
- Severance Agreement and Length
- Association Memberships
- Highest certification achieved for current position
- Employee Expenses Paid by the Club
- Professional Development Investment for the Employee



Hourly Position Metrics

- Lowest hourly wage for the position
- Highest hourly wage for the position
- Typical or average hourly wage for the position

Internships & Foreign Exchange

- Types of Intern Programs offered
- College/University Internship Program Affiliations
- Short-Term Foreign Exchange Programs

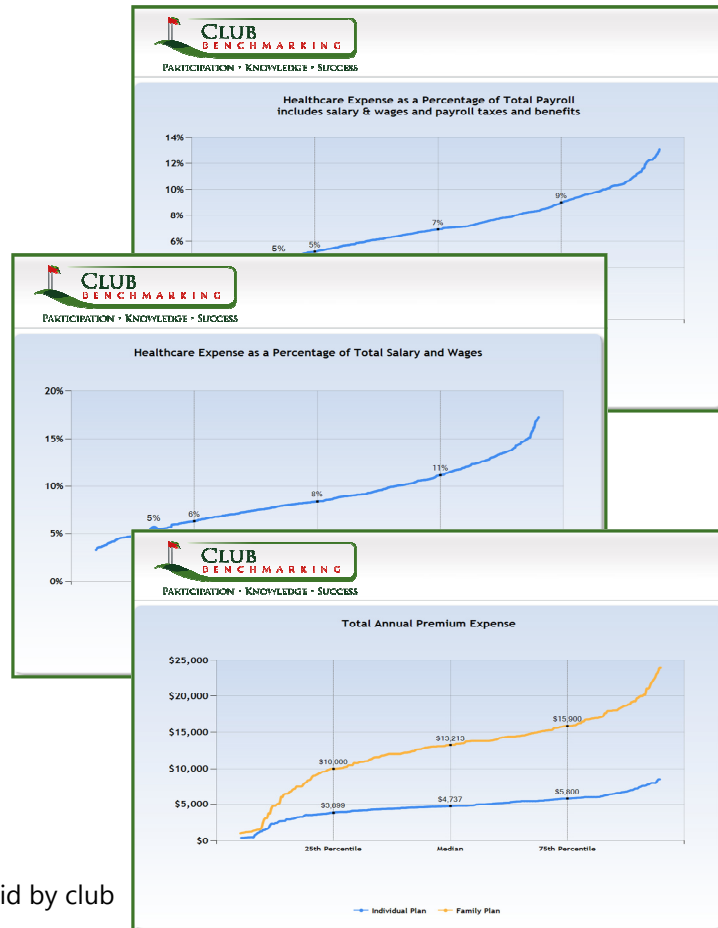
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Health Insurance Metrics

One of the keys to a happy, healthy and motivated club staff is competitive compensation, including a meaningful health care benefits package. Club Benchmarking allows you to compare your club's offerings based on more than 20 different metrics and to analyze the bottom-line financial impact of the expenses related to your healthcare benefits package.

Insurance Details

- Benefit and Plan Inclusions:
 - ◇ Disability Insurance
 - ◇ Life Insurance
 - ◇ Major Medical
 - ◇ Hospitalization
 - ◇ Dental
 - ◇ Vision Care
 - ◇ Prescription Drugs
 - ◇ Mental Health
 - ◇ Health Savings Account
- Types of Health Plans Offered
- Annual Premium Expense
 - ◇ Individual Plan
 - ◇ Family Plan
- Annual Maximum Deductible:
 - ◇ Individual Plan
 - ◇ Family Plan
- Annual Maximum Out-of-Pocket:
 - ◇ Individual Plan
 - ◇ Family Plan
- Individual Plan Premium percentage paid by club
- Family Plan Premium percentages paid by club
- Reimbursement of Employee Deductibles
- Employee Co-Pays for:
 - ◇ Doctor Visit
 - ◇ Generic Prescription
 - ◇ Emergency Room Visit
 - ◇ Hospital Visit
- Employee Co-Insurance Percentage—Hospital Visit
- Total Healthcare Insurance Expense



PARTICIPATION • KNOWLEDGE • SUCCESS

