



**GOLF OPERATIONS  
TEAM MEMBER HANDBOOK  
2021**



***Black Knight***

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DESIGN

Welcome (or welcome back!) to the Team



### VISION STATEMENT

*Wildstone will build lasting and loyal relationships with guests and residents who recognize this celebrated golf course development as the most desirable recreation base in the Kootenay region.*

### MISSION STATEMENT

*Focusing on superior hospitality and featuring an exceptional golf course in an impressive natural setting, Wildstone provides truly memorable golf experiences that guests enjoy repeatedly.*

### WILDSTONE BRAND

There are a couple of things that become obvious while experiencing the Wildstone Golf Course for the first time. One, that the Golf Course Design team that guided the routing of this Black Knight Design knew exactly how to get the most out of every hole in respect to playability, shot values or treating golfers to stunning scenes around every corner. Two, that these rolling, tree-lined fairways frame some of the most incredible views of the Rocky Mountains seen from a golf course. From the first striking view of Fisher Peak at the practice range to the final approach shot on the eighteenth hole that once again frames the towering peak, golfers at Wildstone will have mountain backdrops etched in their memories.

With these thoughts in mind, the Wildstone Golf Course logo development took inspiration from the most prominent feature of the scenic golf experience. The brand features a very strong, warm, rugged look that bears the image of the upper portion of Fisher Peak. The logo is featured on Wildstone golf merchandise, scorecards, golf course fixtures and marketing materials as the Wildstone Golf Course brand is promoted locally and abroad.

### CORE VALUES: GOAL

**Our goal as a team is to provide a 10 out of 10 Golf Experience at Wildstone.** Guests interact with numerous staff and amenities during their round and each of those is an opportunity to create a positive impression. Everyone on the Wildstone Team plays a role in achieving 10 out of 10 experience!

### CORE VALUES: OUR BUSINESS

- We strive to be a market leader in a number of areas, including pricing, course conditions and service standards. We want to offer the best in everything from the greeting in the pro shop, to the quality of the food in the snack shack, to the relaxed friendly atmosphere throughout the facility.
- We work to advertise our facility in the local market and the visitor market. The golf community is close-knit and word travels fast, whether it's good or bad. Our reputation is built on our actions and the presentation that gives our guests an exceptional golf experience. Our customers become our promoters.
- We are committed to generating financial returns sufficient to support capital improvements and development, while providing a reasonable return to our owners. Our future depends on our financial

success. As our facility evolves we will make additions to our facilities, a tangible expression of our commitment to continuous improvement.

- We operate in a competitive environment. There are a number of quality golf courses in our market area. We co-operate with other golf courses in many areas and it is in our mutual interest to do so, but acknowledge that golf supply outstrips demand and our continued success depends on our comparative performance.

#### **CORE VALUES: OUR EMPLOYEE TEAM**

- We are committed to providing a working environment which encourages dedication, loyalty, honest effort and professionalism. Trust and fairness are the cornerstones of our human relations policies. Our continued success depends on being able to attract and retain the best employees available.
- Integrity and fairness in our dealings with everyone we encounter is an overriding guiding principle of our operations. If ever in doubt as to how to respond to any situation, let this be your guide. Practice common and uncommon courtesies on a consistent basis to those you deal with and those you work with. Our goal is to build an organization we can be proud of, and to allow that pride to inspire us to make it even better.
- Our customers make no distinctions amongst our operating units and see us as one organization. We all jointly share in our collective mission of satisfying our customers. If one unit fails the organization fails. Teamwork and consistent standards are essential to our success.
- Big ideas depend on proper execution and proper execution requires attention to detail. We value good ideas and reward good execution. Good ideas often emerge in a flash of brilliance. Proper execution often involves more deliberate, pain-staking, dedication. It takes both to achieve the desired outcomes. Wildstone Management always welcomes and values input and suggestions from all Team Members.
- Some of our customers are easy to serve and perfectly fit to our preferred customer profile. Some are a challenge, and a few verge on the impossible. We respond to comments and complaints, even some that we consider unreasonable or unfounded. If we can satisfy or at least deal with the difficult customers, it reflects both our talent and commitment to customer service. If we do not it reflects arrogance or indifference, and neither is acceptable.

#### **CORE VALUES: OUR DAILY OPERATION**

- Every department at Wildstone Golf Course has its own unique set of challenges and opportunities. The golf course is the focus of our business and green fees are our most significant source of revenue. Yet the pro shop, restaurant, driving range and all the other operating units have an opportunity to both trade off and contribute to the synergies of our overall organization, and to succeed in their respective area of operations.
- Each member of our team should offer a unique signature to our guest experience. We must strive to seek and welcome comments from our guests. Every point of contact is an opportunity! Customer feedback is imperative to our success. In every area of our operation we have the opportunity to make a statement that contributes to the Wildstone Experience.
- The overall experience of a customer at Wildstone is the sum total of many impressions. We have to be constantly mindful of a myriad of details, literally hundreds of them. The cleanliness of the washrooms, litter on the golf course, a burnt out bulb in the Pro Shop all speak to the nature of our operation and have the potential to influence the customer's overall impression.

- Golf is a popular sporting, recreational and social activity. It is a difficult game to master. Part of our responsibility is to introduce new participants to the sport, and to assist them in achieving whatever skill level facilitates their enjoyment of the game.

### CORE VALUES: OUR CUSTOMERS

- Our customers have expectations of us, and we have expectations of our customers as well. We do not tolerate inappropriate behavior on the golf course or anywhere else on our property. We have no hesitation in refusing access to those who do not respect our rules of conduct. Bad customers drive away good customers and degrade our facility. Our challenge is to encourage good behavior.
- We are not a private golf course and we make no pretense of being exclusive or elitist. We welcome everyone, and they will come so long as our golf course and practice facilities are as good as or better than any other in our market area. A welcoming, friendly, familiar atmosphere, free of intimidation, is a very important characteristic of our operations.

### WILDSTONE TEAM MEMBER CORE STANDARDS

#### Friendly and Helpful

- Every Team Member will enthusiastically welcome all Guests with direct eye contact, a smile and a friendly greeting. We will show appreciation for visiting our facility and end with a sincere “Thank You”. We will offer information and further assistance because we are here to exceed our Guests’ expectations.

#### Initiative and Action

- Team Members are responsible for approaching Guests and proactively offering information and assistance. Team Members are knowledgeable and able to answer basic questions about the property and company. Team Members will take ownership of any Guest request and/or find another Team Member who can provide assistance.

#### Respect and Dignity

- We treat fellow Team Members and Guests with respect and dignity. We praise Team Members when appropriate and will always look for ways to improve our personal performance and maximize communication.

#### Sales and Service

- Team Members will embrace our Sales and Service Culture and offer additional sales/services to contribute to our daily revenues/experiences. All Team Members will be aware of all other Team Members on shift and direct Guests to the next touch point by name.

#### Achieving 10 out of 10 Experience requires “Super Service”

1. **Smile:** Always smile and say hello when you pass or encounter a customer. If applicable, ask them how their game was, and what their favorite hole was.
2. **Up to Date:** Keep up to date on information so you can answer customer questions. Remain positive and professional, even if the customer doesn’t!
3. **Pride:** We take great pride in our facilities and hope employees do the same. All staff should pick up any litter and tidy washrooms as needed.
4. **Empathize:** We all understand and appreciate great customer service. Use your experience as a customer to guide you in delivering exceptional service. Treat others as you want to be treated.
5. **Resolve complaints:** Try to resolve all complaints in a timely and professional manner, so the customer leaves feeling their complaint was sincerely listened to and/or addressed.

## ORGANIZATIONAL POLICIES

**Honesty:** There is a zero-tolerance policy toward dishonesty. Any employee who engages in an act of dishonestly is subject to immediate dismissal without prejudice to any other remedies the golf course may choose to pursue.

**Confidentiality:** All financial business, or other information concerning the business or affairs of the golf course, is strictly confidential and any employee who divulges such information will be subject to immediate dismissal without prejudice to any other remedies the golf course may choose to pursue.

**Golf Course Property:** No property of the golf course may be removed from the golf course without the prior permission of the Management.

**Harassment & Bullying:** Wildstone is committed to providing a working environment; which ensures and promotes the dignity of all employees. Sexual harassment in the workplace, whether it is an unwelcome comment or offensive conduct, will not be tolerated and will be grounds for disciplinary action or possible dismissal. You are encouraged to voice any concerns immediately to any member of the management team regarding any type of harassment and bullying.

**Staff Drinking:** All staff age 19 or older are welcome to enjoy our Food and Beverage services after their shift, but employees are discouraged from using these areas as a “hang out.” It is important that we project a professional image to our guests, and staff may not drink alcoholic beverages while on duty. When not on duty, staff may patronize the facility, but they should be out of uniform, refrain from serving themselves or entering work stations, do not interrupt staff on duty from their work, and behave appropriately.

**Suspicious Activity:** Any suspicious activity should be reported immediately to a department head and if necessary, the police. In the event of an emergency, please call 911 first.

Suspicious activity includes seeing anyone on the property who appears to be out of place, any deviant behavior on the property, anyone loitering or causing a nuisance, people hanging out on the golf course parking lot, or anything else that raises your suspicion. Even if you see them leave the premises, please notify the management and provide as much information as possible.

**Phone Numbers:** Emergencies: 911

Cranbrook RCMP: (250) 489-3471

## OTHER GOLF OPERATIONS TEAM MEMBER INFORMATION

### **1. Golf Operations Schedule**

- The schedule will be set 2-4 weeks in advance. Any requested days off must be indicated on scheduling application. Schedule requests will all be considered but not always guaranteed. First come first served basis.
- **WhenIWork.com** is the app we currently use. It allows for shift changes, posting shifts and sends to text/email.
- Shift changes may be posted on wheniwork.com allowing other staff to take or trade shift with management approval. Please consult manager before making any changes that would put you over 40 hours that week.

- Staff must take ownership of their scheduled shifts, and are responsible for finding coverage when changes are needed, with the assistance of management when necessary. If coverage is not available, you still own the shift and are expected to be present.
- All staff are expected to work as a TEAM by assisting others with their schedule needs and changes whenever possible. Remember that your requested schedule changes and needs will affect others' schedules, and therefore other team members requests will also affect your schedule. This is the team dynamic that we must understand and be willing to allow our personal freedoms and needs.

## 2. Attendance and Punctuality

- Work times vary dependent on the timing of bookings on a particular day.
- Arriving anytime after the shift start time is considered late.
- Team Members are responsible to check their email the night before an open shift for the next day tee sheet. Call the Pro Shop if no email is received.
- Completion of shifts may vary dependent on shortcomings or needs in other departments. "Cross Training" is valuable to our operation.
- If you are uncertain that you will be working due to extreme inclement weather, please call in prior to the start of the workday.
- All employees are responsible for getting **themselves** to work. If you do not have your own transportation, not being able to get to work is not an acceptable excuse for being late or missing work. You must assure that you have a way to get to work each day. If your ride does not make it, you will be considered **absent or late**.
- Employees who miss work due to sickness, must call **themselves**, prior to shift start, or it will be considered an absent day.

## 3. Breaks

- Under British Columbia Employment Standards, employees in each department can take up to 30 minutes unpaid break after 5 hours (must clock in and out). Staff have two options for a break and must let supervisor know when taking a break so that the job can be covered by another employee.
  1. Up to two 5 minute breaks taken during slow times but must be available to continue to work. These are taken within the location of your job.
  2. Clock in and out for up to a 30 minute break. If you travel outside of earshot of the clubhouse, take a radio so the staff/management can contact you if necessary.

Smokers are required to break for a cigarette away from our guests in the smoking area located in the cart compound. Smoke breaks may only be taken at slow times when it does not affect the service level of your co-workers. Smoke breaks are the same as the two 5 minute breaks/shift.

## 4. Work Attire

Golf Operations Team Members are expected to adhere to a basic dress code that includes the following:

- All staff will be supplied with a staff top layer, and a number of staff polo shirts to suit full or part-time employment.
- Staff are to wear tailored bottoms to compliment staff uniforms. Bottoms are supplied by the Team Member.
- Name Tags must be worn while on shift at all times.

## 5. Cell Phones

Use of personal cell phones during shift is limited to necessary communication with immediate family or for Wildstone scheduling or communication needs. Headphones/earbuds are prohibited. While in the workplace during work hours, it is unacceptable to use cell phone for personal, leisure, gaming or

shopping use. NEVER: Operate a vehicle of any kind while using a cell phone. Pull over in a safe location and park before using cell phone.

### **Breach of Company Policy**

*Team members who breach the guidelines and expectations stated in this manual are subject to disciplinary action; First offense: Verbal or Written action. Second offense: Final Written Warning, and Third offense: Dismissal.*

### **TEAM MEMBER BENEFITS**

**Golf Privileges** - Team Members are entitled to complimentary golf with Power Cart or Push Cart use, under the following guidelines:

#### **STAFF PLAYING WITH STAFF**

- Staff may **walk-on** any day of the week at any time provided tee time(s) are available. “**Walk-on**” is defined as booking a tee time no more than 60 minutes in advance of the tee-off time.
- In the event that paying Walk-on customers arrive to play, they take precedent over staff, and staff will be moved into the next available time.
- All staff play is at the discretion of the Pro Shop attendant(s) on shift such that Staff never take place of a paying customer.

#### **STAFF INVITING GUESTS TO PLAY**

- Staff may invite any number of guests to play and **walk-on** any day of the week at any time provided there are available tee times. “**Walk-on**” is defined as booking a tee time no more than 60 minutes in advance of the tee off time.
- Tee times must be booked under the Staff member’s name.
- Under these booking guidelines, guests playing with staff can enjoy the **Guest of Staff rate** \$35.00 including cart seat. \$25.00 for 9 holes including cart seat.

#### **GUESTS INVITING STAFF TO PLAY** *Booking in advance*

- One staff member per guest (maximum 2 staff members per foursome) may play with guests who secure a tee time in advance.
- Guests are subject to regular rates for green fees and cart seats at time of play.
- Tee time must be booked under the guest, not the staff member name.

### **GENERAL**

- All staff must check in for play, and provide a receipt to the first tee starter.
- Staff may sign in for golf only as many times as the number of shifts they work that week. (ie: if you work 2 full shifts, you can play 2 times) A full shift is defined as 8 hours of work (ie: 2 part time shifts (4hrs) equal one full shift)
- Staff who wish to have unlimited playing privileges may purchase a staff full play pass for \$550 plus tax & dues, including cart seat. Staff must work a minimum of 2 shifts per week to be eligible. Staff booking guidelines apply to staff who purchase staff pass.
- Staff are expected to arrive on time for reserved tee times with the correct number of players reserved, and inform the Pro shop of any changes in advance.
- Any reserved tee times must be outside of work hours, with enough time for the players to be dressed in proper attire and have equipment ready to play. No times should be booked during scheduled during work hours.

- Staff are not permitted to tee off before the first reserved tee time of the day if the tee sheet is full, or play more than 15 minutes before the first reservation of the day if there are available tee times in the morning.

#### **Practice Facility Privileges**

- Team Members have unlimited Practice facility access
- Team Members are expected to give guests priority to range during busy times
- Practice balls are for PERSONAL USE ONLY. Guests must purchase practice balls

#### **Discounts – Food & Beverage (Inform that you are Staff)**

- Staff F&B discount/special prices on select items of (Food 35% - Beverage 25%).
- Discount applies anytime from the Clubhouse and Snack Shack.
- Guests of staff who patronize the facility with staff while not on shift are eligible for food discount provided the staff member takes care of the bill in one transaction (up to 4 guests).
- Service Tips are not expected for purchases made while staff are on shift, however service should be rewarded for purchases made while patronizing the facility off-shift. Tip as you are a regular customer.

#### **Discounts – Pro Shop**

- Pro shop discounts: 35% discount on clothing items after 30 days on the floor. Discounts on hard goods, accessories 25% and 10% off equipment. Ask pro shop staff for detail when available.
- Team Members are entitled to 50% discount on golf lesson packages.
- **Abuse of these discounts will result in a loss of privileges.**

*Team Members are expected to respect the golf course, abide by the rules and etiquette of the game, refrain from foul language and boisterous behavior, and leave the course in better condition than they find it, by fixing my ball marks (and those of others), replacing divots, raking bunkers, and properly disposing of trash. Anyone failing to respect these policies will lose their playing privileges.*

*Remember that at ALL TIMES we are representing Wildstone Golf Course, whether enjoying our facility or another facility. Proper dress and etiquette are required and expected when you visit other courses.*

**\*\*Management reserves the right to change these benefits without notice\*\***

#### **WILDSTONE FACILITY INFORMATION**

As an employee, you will be asked questions about the golf course and other facilities, and our customers will expect that you have an answer! Here is some basic information that all staff should know:

- Black Knight Course by Gary Player Design, Wildstone Golf Course is a par-72 championship course featuring 5 par 3's and 5 par 5's. Signature hole is #9 with its unique design, trees in landing area, one of a kind green contouring and Rocky Mountain views.
- The yardage is 7,127 from Black, 6,669 from Blue, 6,233 from White, 5,629 from Red, 4,947 from Gold tees and 2635 from Jr (Intro) tees. The five sets of tees (plus combos) offer a fair, playable yet challenging course for any level of golfer.
- Greens: A4/T1 Bentgrass. Tees and Fairways: Kentucky Bluegrass
- Wildstone is a soft-spike only course.
- Course washrooms are located after holes 1, 3, 6, 9, and 14.
- Storm shelter located behind #6 green
- Snack Shack is located after hole 9.
- Flags on green are colored to identify position on the green: red (front), white (middle), blue (back).

- Wildstone has a fleet of 72 Club Car Power carts, and 12 push carts
- Pro Shop showcases products from TaylorMade, Under Armor, Puma, Antigua, Titleist, Greg Norman, and many more! Most of our Products are logoed with the Wildstone Brand.
- Lessons and coaching programs available for both individuals and groups of all ages and abilities with PGA of Canada Professionals.



## ***Black Knight***

DESIGN

### **ABOUT GARY PLAYER DESIGN**

- Since the early 80's, Gary Player Design has been a global leader in golf course design, marketing and real estate planning services. Through the years, Gary Player and Gary Player Design have executed a portfolio of over 300 projects in 35 countries on five continents.

### **ABOUT GARY PLAYER**

Recognized around the globe as the *Black Knight* **Gary Player** is a South African Golf Professional who is widely considered to be one of the greatest golfers ever. During his career, Player won nine major championships on the regular tour and nine major championships on the Champions Tour. At the age of 29, Player won the 1965 US Open and became the only non-American to win all four majors in a career, known as the Grand Slam of Golf.

### **WILDSTONE AWARDS**

- 2012** PGA of BC Facility of the Year
- 2015** ScoreGolf Top 59 Public Courses in Canada - #42
- 2016** Top 100 in Canada - #93
- 2017** ScoreGolf Top 59 Public Courses in Canada - #29 (Top 10 Value in Canada)
- 2018** Top 100 in Canada - #78
- 2019** ScoreGolf Top 59 Public Courses in Canada - #29
- 2020** Top 100 in Canada - #98
- 2021** Jamie Curiston PGA of BC Award Nominee *Apprentice Professional of the Year*