



CMASA
2022/2023
Training Guide



CMASA
CLUB MANAGEMENT ASSOCIATION
OF SOUTHERN AFRICA

Training Guide

Dear valued member,

During 2021 CMASA embarked on an exciting journey to 'Reshape the Future of the Club Industry', we wish to continue future-proofing your club as well as upskilling and developing your club and your staff by means of our all-inclusive model.

The benefit of the all-inclusive model has been seen throughout the industry and through the 32 webinars we hosted, we have educated over 1100 people in nine months. CMASA has also hosted two BMI's and is in the process of certifying four industry employees through CMAA to become Certified Club Managers.

CMASA alongside our partners and their education outlets have made training in the club industry as accessible as possible and enabled 33 people to sign up for the MID program and 102 industry employees to register on our Online Platform.

We proudly present the second edition of the CMASA Training Guide 2022/2023. All courses in this guide are included in your all-inclusive package.

This Training Guide will be updated regularly. Our most current education offering will also be published in our weekly Wednesday newsletter and on all social media platforms.

CMASA Weekly Newsletter [Click Here to subscribe](#)

CMASA Whatsapp Group [Click Here to subscribe](#)

If you have any queries or need assistance in tailor-making your education plan, please feel free to contact me.

Wishing you a successful and inspiring educational year!

Charl Smith

Education Manager

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March 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
Ask us Anything – Are You Tourism Ready?	A panel discussion regarding the readiness of clubs to host inbound tourists and put a blueprint/checklist in place to assist clubs in this regard.	General Managers HOD's Marketing Staff.	No	0
Introduction to Golf Course Maintenance	Golf Course Maintenance is designed to lay the foundation of knowledge of the most common maintenance practices carried out on a golf course. The main aim of this course is to provide delegates with information and the reasons these practices are carried out and their effects on the presentation and playability of the golf course.	Course Staff	No	4
Workplace Skills Plan Annual Training Report A practical Session	This practical session will assist learners with the required knowledge and skills to draw up a Workplace Skills Plan and Annual Training Report. In addition, this session will show them how to submit their Mandatory Grant application successfully.	Finance HR Managers	No	3
Supervisory Training (GolfRSA Intervention)	This workshop is aimed at developing effective managerial skills essential to success in the industry. Topics include how to increase productivity; communicate effectively; manage conflict and change; and use time-management techniques.	Line Supervisors	Yes	0

April 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
CMASA Clubhouse	A networking platform amongst peers aimed at General Managers to discuss industry trends, their successes and issues they face in their clubs, etc.	General Managers	No	0
Managing Meetings	This workshop will assist you to make meetings shorter, more effective, and productive with clear guidelines and structure while ensuring effective participation.	Club Managers HOD's	No	3
Email and Telephone Etiquette	One of the most common ways our members and partners interface with employees is through telephone and email. This training intervention will provide your employees with the necessary techniques and skills that will enhance your Club's image.	All Staff	No	3
BMI – Food and Beverage	CMASA currently delivers all the required BMI programmes which were developed by (CMAA) and are used by seven Club Associations worldwide as the framework for their education programmes.	Club Managers Aspiring Club Managers	CMAA	TBC

May 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
MID – Mentor/ Mentee Session	Question and answer session for all registered MID students focussing on obstacles arising from their MID studies.	Enrolled MID Students	No	0
Stock Control	This workshop will assist staff to acquire essential basic knowledge and skills to manage and control stock.	All Staff	Yes	3
Tax for Clubs	This workshop is especially aimed at recreational clubs, focussing on the special tax dispensation, partial taxation, receipts, and accruals exempt from income tax and many more relevant topics.	General Managers Finance Managers	No	3
Emotional Intelligence (GolfRSA Intervention)	In this webinar we zoom into the six critical elements of Emotional intelligence i.e., Self-awareness, Self-regulation, Empathy and Social skill.	All Staff	No	0

June 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
Ask us Anything – Ideas Fair	The purpose of the Idea Fair for Clubs is to share innovative ideas with each other in specific categories.	General Managers Marketing Managers Ops Managers	No	0
First Aid Level 2	A modular course based on international emergency scene management standards in accordance with the latest protocols. Delegates will attain the knowledge on providing life support to stabilise a patient prior to transfer to medical services.	Nominated First Aid Representatives	Yes	4
Sustainability Workshop	Participants will gain a full understanding of the source of our current global challenges, the depth and breadth of the global problems we face, and the promising possibilities that emerge when business takes proactive steps to enhance financial, environmental, and societal interests.	General Managers HOD's	No	4
Customer Service	The Customer Service training programme is for delegates to become more professional and effective in the way they handle both face to face and telephone service when dealing with internal and external customers. Delegates will understand the impact on them and their organisation of providing the best possible service to customers in a professional and effective manner.	All Staff	Yes	4

July 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
CMASA Clubhouse	A networking platform amongst peers aimed at General Managers to discuss issues faced in their clubs, industry trends etc.	General Managers	No	0
Performance Management	This course will provide a strong foundation in understanding, establishing, activating, reporting and generating value by using KPIs across the organization. By completing this webinar, you will gain the theoretical understanding of using a variety of performance management tools and techniques.	General Managers Financial Managers HR Managers	No	4
Financial Management for non-Financial Managers	Finance & Accounting Fundamentals is a one-day breakthrough introductory finance workshop delivering unprecedented financial literacy to underpin business acumen. It uses a different and fresh approach called the Colour Accounting Learning System. It shows how accounting, finance and business work, and importantly, how they interrelate. Participants leave able to read a balance sheet and income statement, telling a meaningful financial story that informs decision-making	General Managers HOD's	No	6
Golf R&A Level 1 (GolfRSA Intervention)	This Level 1 online Rules Academy is the first stage to learning the Rules of Golf so that you can apply them correctly when playing the game. The aim is to help you to improve your knowledge of the Rules that are most important for play.	All Staff	No	0

August 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
MID – Mentor/ Mentee Session	Question and answer session for all registered MID students focussing on obstacles arising from their MID studies.	Enrolled MID Students	No	0
Fire Fighting and Evacuation	A modular course for employees who are appointed as fire fighters and fire marshals within their workplace, to comply with the Occupational Health and Safety Act.	Nominated Fire Fighting Representatives	Yes	4
Social Media	The first part of this high-energy session will update you on the hottest Social Media topics: To Tik Tok or not to Tik Tok When to tag and when to hashtag What you need to know before trying to go viral The one thing more difficult than going viral Why social media isn't free During the second part you will get to practise your new skills: Set your club up for success Use the FREE tricks of the trade Measure the magic	General Managers Marketing Managers HR	No	4
BMI – GM/COO	CMASA currently delivers all the required BMI programmes which were developed by (CMAA) and are used by seven Club Associations worldwide as the framework for their education programmes.	Club Managers Aspiring Club Managers	CMAA	TBA

September 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
Ask Us Anything – Committee Reporting	Open discussion on what needs to be included in your committee reports to ensure maximum effectivity in your committee meetings.	General Managers HOD's	No	0
Business Principles (GolfRSA Intervention)	The course is based on the book by Ray Dalio called Principles. The objective of this course is to teach you a set of key business and life principles that will help to create consistency in how you tackle the various challenges that come your way.	Line Staff	No	0
First Aid Level 1	A modular course based on international emergency scene management standards in accordance with the latest protocols. Delegates will attain the knowledge on providing life support to stabilise a patient prior to transfer to medical services.	Nominated First Aid Representatives	Yes	4
Annual Conference	CMASA's Annual Conference takes place over a two-day period with Motivational and Educational Sessions relevant to the Club Industry aimed at Reshaping the Future of the Club Industry	Club Managers HOD's	CMASA	8

October 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
CMASA Clubhouse	A networking platform amongst peers aimed at General Managers to discuss issues faced in their clubs, industry trends etc.	General Managers	No	0
Member Marketing	A focused webinar on defining value in the modern era for clubs, what attracts prospective members, how to create a sense of community and many more relevant topics will be covered.	Club Managers /Marketing Staff	No	4
Events Management	On completion of this webinar, you will walk away with the practical skills to design, plan, market, and coordinate large- and small-scale events and obtain a grounding in the latest events management practices that you can draw on to gain a competitive edge.	Events/banqueting managers and coordinators.	No	4
Personal Branding	Personal Branding is identifying your assets, characteristics, strengths, and skills as an individual. Understanding Personal Branding will provide advantages in the participant's personal and professional lives. With this workshop the participants will be able to share their vision and passions with others in your club. You are your brand, so protect it. Live it.	All Staff	No	3

November 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
MID – Mentor/ Mentee Session	Question and answer session for all registered MID students focussing on obstacles arising from their MID studies	Enrolled MID Students	No	0
The Indispensable Employee (GolfRSA Intervention)	When we contribute intelligently to our organisation, we create unique value. Knowing how to do this in all facets of our work is what makes us truly indispensable. Join us in unlocking the indispensable employee in you.	All Staff	No	0
Health & Safety (SHE Rep)	The Functions of the Workplace Health and Safety Representative (SHE Rep) course is focused on providing delegates with knowledge and skills to fulfil their SHE Rep functions within their company.	Nominated Health and Safety Representatives	Yes	5

December 2022

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
Ask us Anything – Idea Fair (Holiday Edition)	The purpose of the Idea Fair for Clubs is to share innovative ideas with each other in specific categories. This session will focus on innovative ideas to drive business around the holiday season.	General Managers Marketing HOD's	No	0

January 2023

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
CMASA Clubhouse	A networking platform amongst peers aimed at General Managers to discuss issues faced in their clubs, industry trends etc.	General Managers	No	0
Vision 2023	An interactive session looking at the year ahead by analysing the good and bad of 2022 and rethinking the future.	General Managers HOD's	No	4

February 2023

<i>Workshop/Webinar</i>	<i>Description</i>	<i>Target Group</i>	<i>Accredited</i>	<i>Education Points</i>
MID – Mentor/ Mentee Session	Question and answer session for all registered MID students focussing on obstacles arising from their MID studies	Enrolled MID Students	No	0
Employee Engagement	To win in the marketplace, you must first win in the workplace”. This workshop will assist you in engaging your workforce. You will learn the best practice principles of engagement, strategy design and will be challenged to convert “best practice” into “best fit” for your club.	Club Managers HOD’s	No	4
Onboarding New Members	The purpose of any new member orientation program is to acquaint your new members to both the organization and each other. Knowing the ins-and-outs of the club and its culture. The purpose of this webinar is to share new ideas and practices in this space.	Club Managers HOD’s Marketing Staff	No	3



Your all-inclusive education package also provides for a range of online courses.

We proudly present the following offering on our CMASA Online Learning Portal powered by RCA.

<i>Online courses</i>	<i>A brief overview</i>
Business Principals (CMASA)	The course is based on the book by Ray Dalio called Principles. The objective of this course is to teach you a set of key business and life principles that will help to create consistency in how you tackle the various challenges that come your way.
Emotional Intelligence: Understanding the Six Fundamental Human Needs	In this course we explore the six critical and practical humans needs which drive our behaviour daily. These needs form a fundamental understanding of how your team tick as well as what makes them different.
An Introduction to Goals, Critical Success Factors & KPI's	How to create a set of goals, critical success factors and KPI's for you and your team. It's time to create progressive accountability in your business & life.
Bulletproof your Psychology: a resourceful Mindset in Uncertain Times [CMASA]	It has never been more important than now to bulletproof your day-to-day thinking. This module provides you with the necessary focus areas to remain optimistic as well as the perspective to seek the next opportunity. Let's get stuck in.
The Indispensable Employee	When we contribute intelligently to our organisation, we create unique value. Knowing how to do this in all facets of our work is what makes us truly indispensable. Join us in unlocking the indispensable employee in you.
Staff Recruitment & Selection	This course provides people with the skills, knowledge, and confidence to recruit and select the right team member for the job.
Conflict Management	You will learn how to identify conflict and understand the different types of conflict that occur.
Effective Communication in the Workplace	A micro course on how to have effective communication in the workplace. This course emphasises on the importance and benefits of effective communication
Cultivating Self Esteem & Self Confidence	This course will help you develop an awareness of what self-esteem and self-confidence mean and how to maintain these traits.
Time Management	In this Time Management Course, you will learn to develop better time management skills.
Body Language	Our non-verbal communication sets the tone for value. In this module we delve into the nuts and bolts of what impactful body language means and how to use body language to encourage conversion.



<i>Online courses</i>	<i>A brief overview</i>
Human Resource Management [CMASA]	Human Resource Management is the process of recruiting, selecting employees, providing proper orientation and induction, imparting proper training, and developing skills. In this course, you will learn some of these responsibilities.
Administrative Assistant [CMASA]	Administration roles and responsibilities include providing support for all types of organisations, businesses, and staff members. You will learn some of their responsibilities in this course.
R&A Level 1 Online Course [CMASA]	This Level 1 online Rules Academy is the first stage to learning the Rules of Golf so that you can apply them correctly when playing the game. The aim is to help you to improve your knowledge of the Rules that are most important for play.
Etiquette in the Workplace [CMASA]	Having etiquette rules at your workplace is essential if you want to foster a professional and civilised environment for anyone who interacts with your company. We will cover some of these aspects in this course.
Introduction to the World of Whisky [CMASA]	Enhance your understanding of Whisky: A unique walk through the World of Whisky from different perspectives.
Creating an Exceptional Retail Culture & Experience [CMASA]	A course designed to assist you with the cultivation of a healthy retail environment both for the employees as well as for customers.
RCA & CMASA Present: Championing Management & Leadership	This course is directed at individuals who are seeking to develop a more cohesive team underneath them and build a culture with clear expectation and accountability structures.
Introduction to wine: From the Grape to the bottle [CMASA]	The Grape to Bottle Wine Module has been designed to provide you with a fundamental understanding of how wine starts as a fruit and ends as a delicious liquid. We unpack the wine-making process as well as understand how flavour is created.
The Ingredients of a World Class Waiter	In this module we look at the attributes of the finest waiters across the world. These attributes we call the ingredients of a first-class waiter. People who embody these attributes are the true professionals of hospitality.
Three Relationships in Hospitality	A course focusing on the three key fundamental relationships of hospitality. A foundation course to get you on the path to exponential career growth.
Waiter Excellence: Hard Skills	This module looks at the hard skills that are important to every service professional.



The Manager in Development Program (MID) online DIPLOMA was first introduced in 2000 as a mentor/mentee program to educate entry and mid-level managers through exposure to diverse departments within a club operation.

The MID program is offered online in 12 modules that present information about specific topics in accordance with CMAA’s 10 competency areas and candidates study part time as ‘mentees’ under the professional guidance of a qualified CCM mentor, who signs off their modules, portfolios and projects. Portfolio work is submitted on a regular basis and requires candidates to answer case study work related to various departments within the club. This course carries 60 CPD credits.





BMI (Business Management Institute) Programmes

CMASA currently delivers all the required BMI programmes which were developed by Club Managers Association of America (CMAA) and are used by seven Club Associations worldwide as the framework for their education programmes. Specific material is adapted to suit local conditions. (See below for more information)

Certification and Lifelong Learning

In many professions, a successful career is marked by an appropriate degree of professional development, verified by a credible certification program, and recognized by both the public and one's peers. The Certified Club Manager (CCM) designation has been the hallmark of professionalism in club management since 1965 and is the cornerstone of CMAA's/CMASA's certification program. It is a valuable and widely respected mark of a manager's commitment to professional development and the club industry.

The Certified Club Manager (CCM) is a professional certification recognizing the unique skills and special knowledge required of today's club manager. It has opened countless doors of opportunity for managers as it communicates their knowledge and ability to serve as a key player in a club's success. Candidates who have earned the designation have completed a program enriched with education experience, applicable knowledge, and business tools that can deliver a positive impact.

Whether you are seeking a promotion, exploring a position outside of your current club, or simply pursuing professional development opportunities to help you tackle increasingly complex responsibilities while preparing for future challenges, the CCM designation can.

- Help you gain credibility and respect in the field
- Enhance your skills and knowledge
- Demonstrate your commitment to the profession

As with its education programs, CMAA's certification program is a dynamic, continuing process. It includes two levels of further recognition: CMAA's prestigious Honour Society and the Master Club Manager (MCM) designation.

The entire certification program is under the jurisdiction of the Certification Committee with oversight provided by CMAA's Board of Directors. It is the Certification Committee's responsibility to consider suggestions from the members and to ensure that the certification program adapts to the ever-changing club management environment.

CMASA offers individuals the opportunity for a life-long learning opportunity through their programmes. Individuals are required to attain 300 credits from either tertiary education or industry accredited courses, plus a minimum of 5 years' experience in the industry before they are able to qualify to write the certification examination. This examination contains 400 questions (multiple choice) taken from a central databank on a random basis. Only those who achieve above 70% aggregate are accredited as "Certified Club Managers" (CCM). The certification is valid for a 5-year period, in which time their education is required to be maintained by attending additional courses related to their development. Currently the point required for the maintenance is 120 credits in 5 years (this equates to 1 credit per hour of CMASA approved education). CMASA currently has 17 qualified CCM Managers in South Africa.

Important for Our Club Industry

For our industry to prosper and clubs to continue to flourish in a very competitive leisure industry, the leadership required will be better served through a robust programme of education and training. Our programme will educate tomorrow's leaders and managers today!

With a benchmark qualification recognised throughout the world (CCM), club managers can demonstrate their credibility in the job and ensure cross-fertilisation of skills, knowledge, and ideas as they manage ever more successful clubs around the globe.

To supplement the existing skill sets of club managers, five classroom-based courses, each of which will be of 5 days duration (Monday to Friday).

These courses are:

1. BMI I – Club Management
2. BMI II – Leadership Principles
3. BMI III – General Manager/ Chief Operating Officer
4. BMI - Food & Beverage



Guest Service Gold®

Training, Employee Certification, Property Certification

Inhouse Intervention | 8 Points per Delegate | Full Day including Exam | Minimum 12 Delegates per Club

Description:

Guest Service Gold® is a comprehensive program designed to accomplish the goal of creating guest service-oriented line-level employees who know how to engage with their guests to provide memorable guest service.

Audience:

All line-level positions within a club.

Content:

NEW! Guest Service Gold®: Golden Opportunities ©2015

- *Recovery: Turn it Around!*
- *Personalization: Provide an Individualized Experience!*
- *Knowledge: Be in the Know!*
- *Passion: Inspire Others!*
- *Commitment: Be All In!*
- *Inclusion: Include Everyone!*
- *Personality: Be yourself!*



Employee Certification:

Certified Guest Service Professional® (CGSP®)

Employees who complete either Guest Service Gold® training program are eligible to become certified by taking a 30-question certification exam and scoring 70% or above. Successful candidates will earn the Certified Guest Service Professional® CGSP® designation, to include a certificate and lapel pin to wear on their uniform in recognition of their guest service knowledge and skills.

Property Certification:

Certified Guest Service Property:

A property that certifies 100% of its guest service contact employees, using either course, will become a Certified Guest Service Property by the American Hotel & Lodging Educational Institute, and may receive a plaque honoring this prestigious designation to display in their lobby. plaques available at an additional fee.

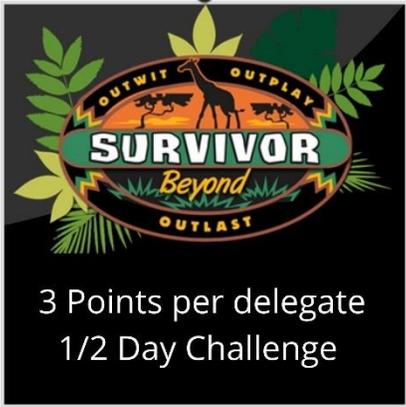


CMASA

CLUB MANAGEMENT ASSOCIATION
OF SOUTHERN AFRICA

Reshaping the future of the Club Industry

IN-HOUSE TEAMBUILDING



3 Points per delegate
1/2 Day Challenge

Survivor Challenge



3 Points per delegate
1/2 Day Challenge

Digital Hunt Challenge



2 Points per delegate
2 Hour Challenge

Minute 2 Win It Challenge



4 Points per delegate
2-3 Hour Challenge

Ubuntu Lego Challenge



DBN & CPT Travel costs will apply.

Minimum 10 pax per Challenge.

Contact us for a quote.

Charl | education@clubmanagement.co.za

WWW.CLUBMANAGEMENT.CO.ZA





And your club will benefit even more from our newly revised model because it also includes value-added services as part of the package. Such as Legal Compliance and Legislative Support.

<i>Value added Services</i>	
Skills Audit	Audit of staff members skills sets to identify areas where additional training is needed.
Finance and Benchmarking	Participation in various surveys that gives valuable insight into the club industry i.e.: Salary Survey, Operations Survey, F&B Survey
Recruitment	Opportunity to advertise club vacancies to all our members.
Partner and Preferred Supplier Programme	Access to partners and suppliers relevant to the club industry that offers products and services at discounted rates to our members.
Professional Certification	Through our BMI Programme that on completion will offer managers the international designation of CCM – Certified Club Manager
Transformation	Assistance provided to clubs with Employment Equity and BBBEE Compliance
Business Recourses and standards, Legal Compliance and Legislative Support	Through our extensive and regularly updated library in our member section on our website.

*Please note that this Training Guide might be subject to change and will be updated regularly.

Our most current training offering will also be published in our weekly newsletter.