

MODEL JOB DESCRIPTION

Position: Golf Course Superintendent

Revised: September 2, 2009

NATURE and SCOPE

The Golf Course Superintendent is the Department Head for the Club's golf and grounds maintenance operations and as such is responsible for the appropriate management and maintenance of the following through the calendar year: the golf course and practice areas, racquet court grounds, clubhouse grounds and roads & parking lots.

The Golf Course Superintendent has total responsibility: for the hiring, firing, organization and training of the Grounds Department's staff; for operational policies & controls; for budget development and management; for coordinating golf course based activities on a regular basis with the professional golf staff; and interacting with the Club administration to establish and effectively address short and longer term goals.

<p>The Golf Course Superintendent reports to the Green & Grounds Committee Chair relative to all grounds, golf course maintenance matters and to the <u>General Manager</u> for administrative matters (i.e.- budgets and personnel matters relative to the budget, etc.).</p>
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PERSONAL CHARACTERISTICS

- The Superintendent shall have a neat appearance in person and in dress; and demonstrate an enthusiastic approach to his/her work.
- The Superintendent shall possess the experience to maintain the Club grounds and golf course at the highest professional level through personal and professional commitments to Excellence.
- The Superintendent should recognize that he/she is working in a **service environment** and, accordingly, accept the responsibility to deliver the highest level of professional service to the Club, its members and guests.
- The Superintendent should be familiar with sound business planning; profit and loss responsibility; and possess the ability to communicate clearly with the Club membership, management and staff - in person and in writing. The requisite people skills and communications skills are a given requirement.
- The Superintendent should be computer literate with a proven capability to work with industry standard golf and grounds software programs (i.e.- word processing, spread sheets, graphics and record keeping).
- The Superintendent should possess unquestioned personal integrity and approach his/her job responsibilities with the highest standard of professional ethics.

SPECIFIC AREAS OF ACCOUNTABILITY

A. The Appearance of The Golf Course and Club Grounds:

It is the responsibility of the Golf Course Superintendent:

1. To insure that the Club grounds are aesthetically pleasing via the appropriate planting and maintenance of flowers, plants, shrubs, trees and lawns within budget parameters.
2. To insure that the golf course presents a crisp and tidy appearance not only throughout its playing areas, but also throughout its collateral brush, storage and transition areas.
3. To oversee and manage the timely removal of seasonal leaves and refuse throughout the golf course and Club grounds.

B. The Golf Course:

To insure that the golf course is maintained at optimum level, to include:

1. Annually coordinating with the Club Green & Grounds Committee relative to, among other things, defining and/or confirming such basic policies as golf course/fairway and bunker firmness; length of grass cuts; speed of greens; tree planning & maintenance; and the basic scheduling of golf course fertilization, spraying, top dressing and other intrusive cultural practices. Then, implementing such policies on a timely basis, within budget parameters and in an appropriate manner.
2. The regular monitoring of the golf course irrigation and pumping systems to best insure their continuing and optimum effectiveness; and to recommend/effect up-grades, enhancements and replacements as circumstances warrant.

This is to include the daily scheduling and management of the irrigation system to best insure that all playing areas are watered (or not) independently so as to present uniform playing conditions throughout the golf course.

C. The Maintenance Staff:

To insure that the Maintenance staff is effective and **possessing of the prerequisite morale** to meet its obligations and sustain its commitments, the Golf Course Superintendent is obligated to:

1. Recruit effectively within budget throughout all levels of staff; and be able to educate/train (with the help of written and video/CD programming) all crew members relative to their specific assignments, cross-over assignments, safety, Club employment policies and union relations (if applicable).

This is to include the appropriate scheduling of full-time and part-time grounds crew during the season; and the reduction of staff during the off-season in a manner that will allow the Department staff to meet all its obligations year round cost-efficiently and with minimal budget impact.

This is to include the positioning of: (i) a qualified First Assistant capable of managing the crew effectively through their daily assignments and whenever the Superintendent is absent; relieving the Superintendent of excessive work loads; and independently managing specific projects; and (ii) a qualified Mechanic and support team to insure that all maintenance equipment will be maintained properly in a cost-effective manner and available on a daily basis.

2. Make available, and maintain as current, written and/or video-based **job descriptions** and standard operating procedure mini-manuals for each category of work assignment within staff. The golf course superintendent is encouraged to develop a capability to prepare training video/CDs in-house.
3. Post the daily work assignments for each crew member *before* each working day begins; to include the appropriate delegating of authority to all assistants on staff.
4. In coordination with the Club Legal Counsel and General Manager, establish an “employee work evaluation program” with an appropriate file/record system whereby each crew member’s work performance is monitored throughout the year and recorded in writing and/or via computer.
5. Request and get authorized the expense to hire a computer literate and otherwise qualified secretary (on a full-time, or part-time basis) to facilitate Department administration, record keeping and general communications – if and when circumstances so warrant.
6. Insure that each crew member meets personally with the Superintendent and another Club representative/witness at the close of each season to be presented with his/her work evaluation record; i.e.- advised where he/she has performed effectively and where he/she is expected to improve the quality of work the following season/year and what compensation will apply.
7. Do the necessary research/homework to best insure: (i) that the staff is being paid appropriately within regional market values; and (ii) that the staff is kept informed (via bulletin board postings and an in-house library) regarding educational and other career advancement programs made available by the Club and throughout the industry.

D. Maintenance Facility & Equipment:

It is the responsibility of the Superintendent to manage the maintenance facility and equipment inventory in the following manner:

1. To establish a master inventory listing/record system of all equipment with a complete recorded history for each piece of equipment; i.e.- year when acquired; lease cost or purchase price; preventative maintenance record; corrective maintenance record; hours of use; current estimated market value; cost to replace immediately, if necessary; and anticipated replacement year – along with other pertinent information and data.

2. To establish an appropriate preventive maintenance and daily cleaning program for all equipment to help insure that each piece of equipment operates effectively through its intended life cycle.
3. To insure that staff is properly educated in the use of each piece of equipment via personal in-house training; attendance at manufacturer sponsored seminar programs; and access to vendor training manuals and video programs as compiled within an in-house library.
4. To insure that all maintenance equipment is scheduled for cleaning, re-painting and refurbishing during the off-season (winter) months as circumstances and industry norms require.
5. To insure that the mechanic and support team have ready access to replacement parts for each piece of equipment via either in-house inventory storage, and/or quick delivery systems.
6. **To maintain the maintenance facility, its surrounding grounds and the Superintendent's office in a crisp and tidy manner** that will positively reflect the professionalism of the Grounds Department, its staff and the Club, itself.
7. To best insure that the staff has adequate access to well-maintained personal lockers, a luncheon/relaxation room and shower facilities.
8. To annually schedule an "open house" Board of Director's, Committee members' and Club members' tour and reception at the maintenance facility – with introductions of key staff members.

E. Safety:

It is the Superintendent's responsibility to:

1. Effectively educate the staff regarding all applicable local, state and federal safety regulations via personal training sessions, postings on the bulletin board and an in-house library of books and video/CD programs.
2. Insure that the maintenance facility is properly equipped with all required safety equipment/stations as required and is in compliance with all OSHA and local, state and federal regulations.
3. Insure that hazardous chemicals and pesticides are properly and safely stored in OSHA approved storage facilities.
4. Annually, review all applicable local, state and federal safety regulations with the Club Legal Counsel, Green and Grounds Chair and General Manager, which is to include walking these individuals through all safety related facilities/stations to demonstrate/confirm that the Club is in compliance with all safety regulations.

F. Budgets:

It is the Superintendent's responsibility to:

1. Prepare drafts of annual operating and capital maintenance budgets to be circulated to the Green and Grounds Committee and the General Manager for review and approval. This is to include in bad economic times, taking the initiative to draft more conservative budgets than normally required to help the Club more efficiently manage its resources in difficult times.
2. Once approved, to allocate and record expenses against these budgets on a strict line-by-line basis without moving balances around to circumvent exhausted line item totals.
3. Monitor and manage the authorized operating and capital budgets in a manner that will assure adequate funding will be available throughout the year/season to meet all department responsibilities.
4. To circulate budget recording/reporting data to the Green and Grounds Committee Chair and the General Manager on a monthly basis, or as otherwise required by the Club.
5. Request timely and appropriate additional spending authority beyond initial budget authorizations from the Green and Grounds Committee and/or the General Manager as situations require.

G. Record Keeping:

Through the use of appropriate computer software packages (for example - *TRIMS*), it is the Superintendent's responsibility to establish and maintain the following record categories/systems:

1. All labor records on a per hour, per daily assignment (i.e.- mowing greens, mowing roughs, maintaining bunkers, etc.) and per project basis.
2. All equipment time/usage records; all preventive and corrective equipment maintenance records; all replacement parts inventory records; and those additional records as recommended by the equipment manufacturers.
3. An aged inventory/rotating replacement schedule for all maintenance equipment with an appropriate listing of pertinent data for each unit of equipment.
4. All chemical and pesticide application records as required by OSHA and local, state and federal regulations.
5. All staff approved invoice (accounts payable) totals forwarded to the Club controller for payment on a strict line item basis that correlates with approved budget formats. Remaining budget balances from one line item should not be made available for spending from other exhausted line items.
6. All personnel records current and past (i.e.- evaluations, promotions, vacations, compensation histories, over-time pay, etc.) as required by law and the Club Legal Counsel.

H. Communications:

It is the responsibility of the Superintendent to communicate clearly and effectively with the Grounds Department staff; Club staff; the Club Board of Directors; and committees as circumstances require. This is to include:

1. Writing a monthly report for the Green and Grounds Committee and General Manager that summarizes the staff activity of the past month and the planned activity for the coming month. Presumably, this would also be the appropriate time to forward monthly budget reporting data to these same people.
2. Writing brief educational articles, columns, memos for the Club newsletter/website, or to be posted in the Men's and Women's locker room bulletin boards - as authorized and requested by the Club.
3. Posting appropriate safety regulations, reminders throughout the maintenance facility.
4. Meeting and coordinating with the golf professional staff relative to the use of golf carts; closing the golf course relative to weather conditions; preparing the golf course for member and outside sponsored tournaments; and to set the golf course in compliance with the *Rules Of Golf* for every day and tournament play.
5. Meeting with the Club General Manager and other staff department heads to prepare and circulate a master annual schedule of member and guest activities, golf outings and the days when the golf course, in whole or in part, will be closed for play for maintenance purposes.

(It is recommended that all staff department heads meet with the General Manager on a weekly basis to review performance issues and coming events.)

I. Miscellaneous Assignments/Tasks:

1. The Superintendent should play golf at a frequency that allows him to remain familiar with the *playing* conditions of the golf course. The Superintendent should be familiar with the *Rules Of Golf* to the degree that it allows him/her and staff to set the golf course correctly for regular member play and for all tournaments.
2. The Superintendent should regularly monitor (trouble shoot) all golf course and grounds conditions and operations to identify/confirm developing problems and, then, to initiate/recommend corrective courses of actions as circumstances require.
3. At all times, the Superintendent is required to perform his/her job and to monitor the work of his/her staff to assure that the **ecological balance** within all Club properties is not adversely disturbed.
4. The Superintendent should attend national and regional educational/seminar programs and communicate with peer groups to the degree necessary to become/remain familiar with industry trends, and other golf course operational issues and spending patterns.

5. Finally, the Superintendent should meet annually at season's end with the Green and Grounds Chair and the General Manager for a general evaluation of his/her past year's performance; to identify areas where the Superintendent must improve his/her job performance the following year; to allow the superintendent to *preliminarily* identify/recommend new/expanded projects, programs and staffing for the following year with approximate budget supporting data; and to confirm his/her compensation arrangements for the following year(s). ♣