

POSITION DESCRIPTION - GOLF COURSE/GROUNDS MANAGER NF-1101-04
(Director of Golf)

I. INTRODUCTION

The incumbent of this position is the Division Head responsible to the Director of Morale, Welfare, and Recreation (MWR) for the operation of the golf course and for the care/maintenance of golf and sports fields grounds. The MWR Department is a nonappropriated fund (NAF) instrumentality (#10146) which consists of eleven divisions with approximately 470 NAF, military and civil service employees. The MWR Department provides support for all commands located at Navy Memphis. Between 6,000 and 7,000 active duty military personnel are assigned at Navy Memphis plus an average of 1300 reserves. The overall annual patron base including military dependents, retired personnel and authorized civilian personnel is documented between 55 and 60 thousand, with an average of 4 million participants annually.

II. DUTIES

- Incumbent surveys the total outreach, potentials, and coverage of the golf program/complex and plans ways and means to develop increased interest, patronage, and services of the various program areas.
- Responsible for the supervision and work scheduling of between 15-20 nonappropriated fund employees, i.e. an NF-03 Golf/Grounds Superintendent, Golf Management interns, and a variety of lower level subordinate employees. The incumbent also recruits, selects, trains and supervises Golf interns.
- Responsible for the interviewing and selection of new employees, evaluation of job performance, and termination of any of the assigned personnel who fail to meet job requirements.
- Recommends employees for promotion, reassignments, status changes, awards, and recommends granting or withholding of step increases. Deals with workers to resolve complaints and grievances.
- Plans and schedules work assignments to accommodate weekends, evenings, and holidays. Organizes work force to provide effective and efficient service during a selected quarter to an average of 159 rounds of play per day (38,000 per year).
- Ensures sports fields and grounds are properly maintained, lined for scheduled games, and groomed to standards established and required by the Recreation/Sports Division Head.

- Trains golf interns to assist in club repair and upon evaluation trains interns to conduct lessons and clinics.
- Directs the proper care and year-round operation of a 167-acre golf course and sports grounds of which 57 acre are fairways, greens and tees with 18 holes, a putting green, parking lots, a driving range and a practice green, 6 softball fields, 11 tennis courts (2 indoor) and 1 soccer/football field. Preventive maintenance on equipment such as gang mowers, greens machines, and the maintenance of an average of over 60 gas driven cars with other associated equipment is accomplished.
- The incumbent has overall responsibility for supervision of a clubhouse which includes a pro-shop, club storage, and locker rooms. (This building also houses a restaurant and 19th Hole Lounge complex.)
- Responsible for an annual budget of approximately \$1,000,000. Accountable for all fund transactions and must ensure proper records are maintained. Responsible for budget planning and monitors cost control. Buys in quantity to ensure the best balance between appropriate inventory levels and discount prices for both maintenance and the Pro Shop operations.
- Maintains a balanced supply of equipment and parts to avoid emergency purchases. Ensures correct pricing on resale merchandise. The shop stocks approximately 850 line items with gross sales in excess of \$180,000 annually. Ensures resale merchandise is properly displayed and makes recommendations for improving resale activities. Assists patrons in the selection of equipment and related items. Ensures that only authorized items are stocked for resale. Ensures all transactions are carried out according to supervisory instructions.
- Performs golf club repair and maintains records to ensure appropriate markups and payments are made.
- Conducts individual and group golf lessons. Teaches and demonstrates the proper use of all types of golf equipment and ensures proper fittings. Conducts golf clinics.
- Provides rigid supervision of course play and plans, promotes, and assists in the staging of all golf tournaments. Assists the Athletic Division Head in the programming of Intramural and higher level (All Navy and Interservice) golf programs.

- Maintains good relations with patrons to improve golf enthusiasm. Represents the MWR Department and Navy Memphis in various tournaments. Represents the division at trade fairs, community events etc., where customer relations can be promoted.
- Directly responsible for a fixed asset inventory of around \$600,000.
- Trains personnel in the proper performance of their duties, use of efficient work methods and safe practices. Ensures proper work levels in quality and quantity are met.
- Responsible for the proper maintenance and security of assigned areas, spaces and grounds. Arranges for acquisition of tools and equipment. Maintains inventory of spare parts. Makes recommendations for improvement of facilities/grounds. Informs the Director of requirements and condition of assigned spaces and of any complaints or other related data received.
- Performs such other duties as required by the Director of MWR.
- Responsible for safety, HAZMAT and fire protection administration.
- Incumbent must ensure that all personnel actions (i.e., selections for promotions, awards, reassignments, training, etc.) are free from discrimination based on race, color, sex, age, religion, national origin, or any other non-merit factors.

Factor 1. Knowledge Required by the Position

- Education: A college degree or specialized training in agronomy or other biological science that affects care or development of grasses/turf is preferred, plus practical training of at least four years of journeyman experience in the golf field with specialized training such as golf business schools, turf courses, or evidence of in-depth participation in accredited workshops relating to golf course management.
- Experience: Must have had experience in a supervisory position that required positive leadership. This position demands a skilled golf professional whose experience, fundamental knowledge of the game, and personality qualify him/her to teach golf. Must be skilled in the techniques of

operating a financial establishment. Must have had experience in measuring and fitting clothing and equipment in order to meet the needs of the patrons. Must be capable of making decisions of a wide variety with reference to U.S. Golf Association regulations, Professional Golf Association regulations, and supervisory directives, etc.

- Must possess a PGA Class "A" membership to assure the quality of experience needed for complete responsibility for course operations or demonstrate ability to complete this program within 18 months of employment. Must have experience in golf club repair and be able to provide that service to eligible patrons. Must be experienced in providing recreational sports services to a diversified group or to individuals whose interests must be developed and/or sustained.
- Knowledge of rules, regulations, and procedures as they apply to work site safety, hazardous materials financial planning, long and short term budgeting, record keeping, report writing, procurement of equipment and supplies and the security of physical assets.
- Knowledge of the goals, principles, and techniques of golf; an understanding of the interests and motivation of individuals and groups; and the program planning, organizing, and administrative skills required to devise and carry out golf and grounds maintenance programs that will stimulate and sustain the interest of participants (patrons).
- Accomplished diplomat who can gain eager and enthusiastic cooperation from patrons and employees in accepting required policies and procedures.
- A working knowledge of the nonappropriated fund personnel/payroll process in connection with all activities involved.
- Ability to render decisions and react responsibly to various problems and/or situations that may arise based on knowledge of current and past policies and precedents relating to MWR program operation.

Factor 2. Supervisory Controls

- Incumbent is responsible to the Director, MWR Department who defines broad objectives, and sets priorities. Incumbent plans and conducts the activities of the golf program and grounds maintenance independently with a minimum of supervision.

- Problems and diversities from normal circumstances are handled according to instructions, official policies, past practices and incumbent's knowledge and skill in specialty field.
- Work is reviewed in terms of accomplished objectives and program responsiveness to participant interests and needs.

Factor 3. Guidelines

- Operational guidelines include BUPERSINST 1710.11B, DOD 7000.14R, and BUPERSINST 7043.1A. NAVMILPERSCOMINST 5300.1 (Commander Naval Military Personnel Command Supplement to Department of the Navy (DON) Navy and Marine Corps Personnel Policy Manual for NAFI); Implementation and Administration of Project EXPO-18; BUPERSINST 5101.4 (Accident Prevention and Program Guide for Nonappropriated Fund Activities); Safety Instructions and numerous directives, instructions, RESOPS and operating documents plus other safety and HAZMAT regulations which apply.
- These guidelines do not completely cover program planning and management of golf programs and grounds maintenance. Considerable judgment must be used to adapt these guidelines to differing situations.
- The incumbent recommends significant changes to guidelines to effect the participant interests and needs.

Factor 4. Complexity

- The work involves different and unrelated processes which require unique knowledge and skill.
- The diversity of the programs within the Golf Course/Grounds Division requires constant planning with the participant being the recipient of efficient planning, cost effectiveness and physical well being.
- Decisions regarding what needs to be done depends upon participant needs, volume, variety, limitations in the financial and physical resources, and safety factors.

Factor 5. Scope and Effect

- The Golf Course Program and Sports Grounds are operated for the utilization and enjoyment of active duty and reserve personnel, their dependents, and other authorized patrons.

- All such personnel are authorized to use the Golf Course and Sports Grounds facilities, equipment and services as determined by higher authority.
- These activities are designed to enhance the physical, mental and social well being of all authorized patrons.

Factor 6. Personal Contacts

- Personal contacts are with authorized patrons, co-workers, managers of related support units, employees, and general public.
- Contacts are also with retail merchandise vendors and station personnel.

Factor 7. Purpose of Contacts

- Contacts with the patrons are for the purpose of determining their program interests and material requirements.
- Incumbent interviews and contacts new employees as program changes occur. Employee contacts are for the purpose of scheduling and coordinating activities.
- Contacts with facility managers are for the purpose of sharing information and inter activity services.
- Contacts with vendors are for the purpose of coordinating purchases, deliveries, and material and equipment requirements.
- Contacts with other station personnel are for the purpose of coordinating services, inspections and program participation.

Factor 8. Physical Demands

- The work requires physical exertion in the giving of golf lessons; obtaining required food products; stocking the retail store; and organizing projects and activities, as in setting up spaces for special events.

Factor 9. Work Environment

- Regular inspections are conducted. Safety and NAVOSH inspections are also conducted regularly by the NAS Memphis Safety Department, HAZMAT authorities and Fire Department. Must be alert to all requirements for operation of the facility.
 - Hours of work vary regularly as required by the needs of the program. This facility is open seven days per week and routinely from 0630 until sunset. The lighted sports fields/courts may operate well into the evening hours.
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