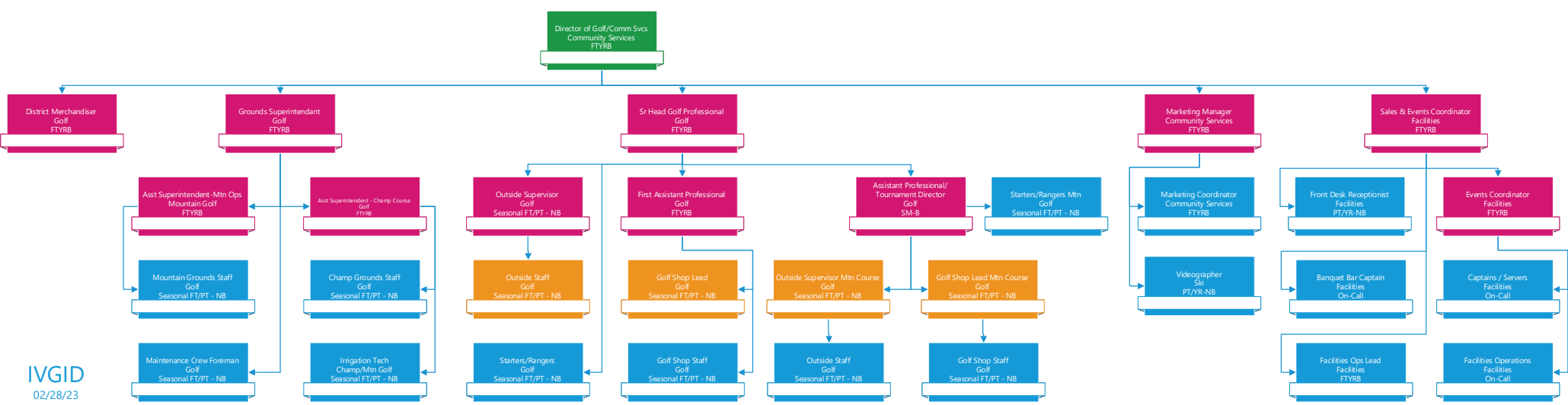


Golf



IVGID
02/28/23

Incline Village General Improvement District

Job Description

Job Title: Director of Golf
Job Number: 3101A
Salary Grade: 38
Department: Golf
Reports To: General Manager
FLSA Status: Exempt - Executive
Prepared By: M. Bandelin/E. Feore
Prepared Date: 1/08/19 Revised 11/02/23
Approved By: M. Bandelin
Approved Date: 11/02/2023

SUMMARY

This position is responsible for the leadership and management of The Golf Courses at Incline Village to include the Championship and Mountain Courses. This includes Golf, Facilities & Events on a year round basis, and Marketing, Food & Beverage operations on a seasonal basis. Provides direction, supervision, coaching and support of staff and management of resources consistent with the general administrative direction of the General Manager. The incumbent performs high level administrative, technical and professional work, while overseeing the development of activities and operations of a comprehensive golf program and associated projects. The Director ensures all services meet or exceed resident and general public expectations by performing the following duties personally or through subordinate staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES, not necessarily in order of priority, include the following. Assigned job tasks/duties are not limited to the essential functions.

1. Provides excellent customer service to internal and external customers and business partners.
2. Assumes full leadership and management responsibility and is accountable for golf operations including, Pro Shop and Merchandising, customer 'retention' service and staffing levels, driving range operations, golf instructions, tournament organization, Point of Sale system, reservations, starter/ranger, outside services, course conditions and administrative processes at both courses.
3. Provides staff leadership, direction and coaching to ensure efficient and effective delivery of programs and services; anticipates the need for and plans for changes within all areas of responsibility. Directs and manages the seasonal operations of Food & Beverage, and year round operations of Golf and Facilities & Events. Works closely with management staff on the development, implementation and maintenance of golf course grounds related projects; and review of their departmental budgets, goals and objectives.
4. Collaborates with the marketing and communications divisions in the development of Golf related marketing collateral. Promotes the Division's programs and responds to community inquiries and/or complaints by investigating issues as necessary and overseeing or handling requests for service.
5. Oversees, leads and directs the Head Golf Professional, Grounds Superintendent and support staff in daily operations for two 18-hole golf courses; selects, develops and evaluates staff and training designed to enhance and improve the delivery of services; responds to and resolves staff concerns and complaints; advises on appropriate disciplinary or corrective measures due to performance and/or behavior issues throughout the District.
6. Oversees and organizes common interest groups; ensuring that department programs serve the needs of the communities, and the needs and interest of the public remain paramount.
7. Leads and manages the development and implementation of goals, objectives, policies and priorities for Golf, Facilities & Events, and, on a seasonal basis, Marketing and Food & Beverage to provide the optimum delivery of services and operations; directs the establishment of standard operating procedures for all work related activity.
8. Develops, evaluates and implements a Golf Strategic Management and Business Plan, including related policies and procedures to meet the District's goals and objectives. Performs long-range strategic planning for current and new

facilities and programs to generate new revenue and improve operations; schedules regular maintenance of current facilities; prepares planning documents including facility planning, management operation costs and site locations. Collaborates daily with staff in food & beverage, grounds, building maintenance, marketing, and accounting divisions to communicate activities and events taking place to ensure integration of necessary services to meet customer expectations.

9. Serves as liaison to community and advisory groups, county, government and non-profit agencies and others concerned with Golf division programs and activities.

10. Collaborates with venue management to prepare and administer the golf annual operating budget and capital improvement budget; monitors and controls budgets using computerized financial accounting and point of sale systems to ensure compliance; accounts for variances between projected and actual expenditures. Plans, develops and implements new methods and procedures designed to improve operations, minimize operating costs, and effect greater utilization of labor and materials.

11. Responds to and resolves inquires, questions and sensitive complaints from residents, non-residents and employees.

12. Analyzes golf course utilization by residents and non-residents for use in future policy and budget development and recommendations. Develops and administers resident and non-resident tee time allocations and access, merchandising policies and practices, speed of play programs, etc.

13. Serves as a member of the Senior Management Team; participates in formulating and administering District policies and developing long-range goals and objectives.

14. Prepares and makes oral and written presentations to the Board of Trustees and to other public and private groups; provides information to the news media and the community regarding the District's golf courses; represents the District with other government agencies and in meeting with the community; prepares a variety of reports, statistics, studies and related information for decision making purposes.

15. Plays golf at the Championship and Mountain Golf Courses for the purpose of promoting customer relations, observing course playability, and making recommendations to maintenance staff on course conditions, and operating methods.

16. Inputs and/or monitors employee time & pay records using an automated system. Ensures records are accurate each month.

SUPERVISORY RESPONSIBILITIES

Selects, and manages year-round and seasonal subordinate supervisors, who supervise seasonal and part-time staff in multiple divisions; develops and implements training programs to enhance staff capability and improve the delivery of services through mentoring, and motivation. Carries out supervisory responsibilities in accordance with the District policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE

Bachelor's Degree from an accredited college or university and ten years' increasingly responsible experience in golf course operations or related customer retention service environment, with seven years in a management position; or equivalent combination of education and experience.

KNOWLEDGE

Knowledge of current principles and practices of leadership, management and supervision; all aspects of golf course management; principles of financial/budgeting preparation and administration; thorough knowledge of methods and

techniques of data collection, analysis and report preparation; word processing, spreadsheets, database, and presentation computer applications; knowledge and understanding of all aspects of golf course management all USGA rules and regulations; current technological development/trends in golf course design, maintenance and equipment; merchandising and competitive courses.

COMPREHENSION/COMMUNICATION SKILLS

Ability to read, analyze, and interpret technical journals, financial reports, and legal documents. Ability to respond to inquiries or complaints from customers, regulatory agencies, or members of the community. Ability to write articles for publication that conform to prescribed style and format. Ability to effectively present information to employees, management, customers, suppliers, public groups, and the Board of Trustees. Effectively present information, findings, recommendations and policies to individuals and groups in an understandable and persuasive manner; effectively respond to inquires, concerns, or complaints from employees, customers, regulatory agencies or member of the community. The duties and responsibilities of this position necessitate the use of a cellular phone and the use of social media for District business reasons.

MATHEMATICAL SKILLS

Ability to apply advanced mathematical concepts to develop formulas for resident/non-resident access and allocations, revenue projections, expense analyses; apply mathematical operations to such tasks as frequency distribution, variance analysis, and factor analysis associated with golf course utilization, cost of goods, margin and merchandise inventory.

REASONING ABILITY

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions and deal with several abstract and concrete variables. Analyze complex administrative, operational and organizational problems, evaluate alternatives, project consequences of actions and decisions, and select, and/or recommend and implement appropriate solutions

CERTIFICATES, LICENSES, REGISTRATIONS

Valid Driver's License. Class A PGA/LPGA Professional. Ability to obtain Washoe County Sheriff's Work Permit equaling Liquor within one week from date of employment; with application made concurrent with date of employment. Ability to pass Alcohol Awareness Training and receive Alcohol Awareness card within 30 days of date of hire. Successful completion State of Nevada/Federal background check through fingerprinting because position has unsupervised access to children, the elderly or individuals with disabilities and/or has access to their records. Pursuant to National Child Protection Act (NCPA) of 1993 as amended by the Volunteers for Children Act (VCA). It is the employee's responsibility to maintain all required certifications and licenses and to report any changes to the supervisor.

OTHER SKILLS OR ABILITIES

Ability to develop policies, goals, and services consistent with areas of responsibilities; work effectively under pressure of deadlines and conflicting demands; organize work and set priorities to meet critical deadlines; track status of on-going projects; establish, foster and maintain effective working relationships with all levels of employees, elected officials and community members; gain cooperation through discussion and persuasion; effectively deal with conflict; use initiative and independent judgment within areas of responsibility. Excellent organizational, administrative, analytical and customer service skills; strong computer skills in Microsoft Office, financial accounting, point of sale and other golf related applications; ability to play the game of golf and to instruct at all levels (beginner to advanced); ability to plan, organize, coordinate and facilitate major golf events; a skilled visionary leader for supervising, training, mentoring, motivating, communicating, coaching, counseling and advising on disciplinary matter/actions; and ability to work a schedule which includes weekends and holidays

PHYSICAL DEMANDS The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. In compliance with applicable disability laws, reasonable accommodations may be provided for qualified individuals with a disability who require and request such accommodations. Applicants and incumbents are encouraged to discuss potential accommodations with the employer.

While performing the duties of this job, the employee is regularly required to use hands to finger, handle, or feel and talk or hear. The employee frequently is required to sit, reach with hands and arms, twist and swing arms and torso. The employee is occasionally required to stand; walk; climb or balance; and stoop, kneel, crouch, or crawl. The employee must regularly lift and/or move up to 10 pounds and occasionally lift and/or move up to 50 pounds. Specific vision

abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently exposed to fumes or airborne particles, outside weather conditions and risk of radiation from the sun. The employee is occasionally exposed to toxic or caustic chemicals, wet and humid conditions and risk of electrical shock. The noise level in the work environment is moderate.

I have read and understand this explanation and job description.

Employee Signature: _____ Date: _____

Employee Name: _____



SAMPLE

DIRECTOR OF GOLF JOB DESCRIPTION

Position Concept: As a member of the Golf Management Team, the Director of Golf will oversee the total golf operation and services offered including the golf shop, golf range, golf services areas and golf car operation including supervision of the head golf professional. The position will promote an exceptional "golf experience," and provide excellent services and programs for all patrons.

Supervised By: _____

The Position Supervises: (check those that apply)

- Head Professional
- Assistant Professionals
- Golf Shop Service Staff
- Teaching Professionals
- Player Development Manager
- Merchandise Manager
- Club Fitter/Club Repair Staff
- Outside Service Staff
- Tournament Director
- Beverage Cart Attendant
- Locker Room Staff
- Cart Mechanic
- Other _____

Prioritized Keys to Successful Performance

- #1 _____
- #2 _____
- #3 _____
- #4 _____
- #5 _____
- #6 _____

Specific Responsibilities - include but are not limited to:

- Oversee the management and performance of all golf shop and applicable department operations and services; assure high standards and total customer satisfaction
- Establish golf shop operations personnel policies and ensure proper hiring, training, supervising, personal development and corrective action in accordance with fair labor standards, safety and established policy
- Oversee the development of operating procedures and training manuals for the golf operation
- Oversee and manage the Head Golf Professional(s) and all golf department staff
- Schedules and chairs regular staff meetings focused on customers, operations, revenue growth, cost containment and continuous improvement
- Attends as invited committee/staff/public meetings representing the facility
- Develop/coordinate the development of annual business plans for the golf operation
- Coordinate and ensure all written correspondence, reporting, newsletters, and communications for the golf operation
- Coordinate plans with the Food and Beverage Manager for all food and beverage needs, on-course food and beverage needs, banquets, outside events, and catering for all golf functions
- Meet, greet, and welcome prospective customers/patrons
- Enforce all rules and regulations governing golf course usage
- Develop and oversee an innovative tournament schedule and golf activities program that services all customer segments
- Develop and oversee golf instruction, clinics, golf schools, and player development programs for all customer segments
- Develop and oversee a profitable merchandise concession that is consistent with customer/patron demographics and needs
- Oversee golf marketing initiatives including all promotional materials, play recruitment, yield management, golf packages, and outside events plus the promotion of new golf memberships (where applicable)
- Oversee all fiscal areas and performance for the golf operations including planning, budgeting, forecasting, monitoring, and correction
- Establish sales goals and forecasts for all golf programs and services; generate, monitor and analyze reports
- Maintain a close working relationship with the Golf Course Superintendent and other department heads
- Play golf with customers/patrons of all skill levels as time and duties permit

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- Oversee and enforce golf shop operations policies, procedures, controls, and fee structures to ensure the safekeeping of assets, inventory and resources
- Where applicable, supervise the Membership Sales Director in the promotion of new member leads, interaction with prospective members and orientation of new members

Knowledge, Skills and Traits

- Maintain PGA of America membership in good standing in an active classification
- Actively pursue PGA membership (if a PGA Apprentice) in a timely manner through the PGA Professional Golf Management (PGA PGM) program
- Fundamental knowledge of the game of golf, rules of golf, golf facility operations and tournament operations
- Fundamental supervisory practices and principles
- Act as a role model for all employees by demonstrating the behavior and work ethic expected of all employees
- Strong organizational, planning and prioritization skills
- Self-motivated with desire to promote and market
- Service and customer focused attitude
- Experienced in written and oral business communications
- Remain up-to-date on customer relationship management tactics and strategies
- Utilize the resources of PGA player development programs such as Get Golf Ready, PGA Sports Academy, Tee it Forward and others
- Experienced computer user including; Microsoft Word and Excel. Proficient in other applications, i.e. email, internet, tournament and database
- Maintain and promote a positive professional image within the community
- Attend conferences, workshops, meetings, and trade shows to keep abreast of marketing and business trends
- Maintain a credible golf game and remain current on teaching innovations

Notice: Employers may consider adding the following optional components to this document

- Work experience and/or education requirements
- Qualifications/Certifications/Licensures
- Working conditions
- Typical physical demands
- Equipment operated
- Exemption classification – Exempt or Non-Exempt Classification
- Confidential data available to employee
- Compensation information

EXAMPLES OF GOLF GENERAL MANAGER JOB DESCRIPTIONS

General Manager Responsibilities include but are not limited to the following:

- Prepares and monitors annual budget, revenue goals and expenses as well as generating various (weekly, monthly, etc.) business volume forecasts.
- Monitors monthly and other financial reports/statements on a daily, weekly and monthly basis for the facility and takes effective corrective action when necessary.
- Establishes basic personnel policy, initiates and establishes basic personnel policy, initiates and monitors policies relating to personnel actions and training along with professional development programs.
- Ensures all Human Resources procedures and policies are followed by management staff.
- Develops, maintains and administers a sound organizational plan and initiates improvements as necessary.
- Maintains membership with the PGA and CMAA and other professional associations. Attends workshops and meetings to keep abreast of current information and developments.
- Oversees the care and maintenance of all the facility's physical assets and each individual facility.
- Coordinates marketing programs to promote the facility's services to potential customers.
- Ensures the highest standards for food and beverage service on property.
- Implements policies and procedures for multiple departments, including compliance of all company standards relating to quality of products and services.
- Responsible for interviewing, hiring, training, planning, assigning, and directing work, evaluating performance, rewarding, and disciplining associates; addressing complaints and resolving problems.
- Directly manages department members that may include, but is not limited to: Head Professional(s), Golf Course Superintendent(s), Tournament Coordinator, Director of Instruction, Food and Beverage Manager, etc.
- Assures that effective orientation and training are given to each new associate. Develops ongoing training programs.

Education / Experience Required:

- Bachelor's degree (BA) from four-year college or university; or one to two years related experience and/or training; or equivalent combination of education and experience.
- PGA or CMAA affiliation preferred, but not required.
- Experience in or extensive knowledge of Food and Beverage operations required.

Key Responsibilities of the General Manager:

- Prepares and monitors annual budget, revenue goals and expenses as well as generating various (weekly, monthly, etc.) business volume forecasts.
- Monitors monthly and other financial reports/statements on a daily, weekly and monthly basis for the facility and takes effective corrective action when necessary.
- Maintains and increases membership sales as necessary
- Establishes and implements Troon personnel policy, initiates and monitors policies relating to personnel actions and training along with professional development programs.
- Ensures all Human Resources procedures and policies are followed by management staff.
- Develops, maintains and administers a sound organizational plan and initiates improvements as necessary.
- Maintains membership with the PGA and CMAA and other professional associations. Attends workshops and meetings to keep abreast of current information and developments.
- Oversees the care and maintenance of all the facility's physical assets and each individual facility.
- Coordinates marketing programs to promote the facility's services to potential customers.
- Ensures the highest standards for food and beverage service on property.
- Implements policies and procedures for multiple departments, including compliance of all company standards relating to quality of products and services.
- Responsible for interviewing, hiring, training, planning, assigning, and directing work, evaluating performance, rewarding, and disciplining associates; addressing complaints and resolving problems.
- Directly manages department members that may include, but is not limited to: Head Professional(s), Golf Course Superintendent(s), Membership Director, Food and Beverage Director, Tournament Coordinator, Director, Instruction, etc.
- Assures that effective orientation and training are given to each new associate. Develops ongoing training programs.

Minimum Qualifications for the General Manager:

- Bachelor's Degree; 5-10 years' experience and/or the equivalent in experience and training in a private, member-owned club/space.
- Previous work experience as a senior operations manager of a full service daily fee or resort golf facility

Full Job Description

Position Purpose

- The General Manager is responsible for the overall management of the golf course facility encompassing golf operations, food and beverage operations (including the refreshment areas and refreshment cars), and general administration. He/she should work closely with the Superintendent and course maintenance staff on a daily basis.

General Description of Duties and Responsibilities:

- Responsible for the day to day leadership of the facility providing clear direction to all department heads.
- Communicate and monitor the comprehensive objectives of the operation and be available, approachable and display leadership by example to others.
- Responsible for achieving the highest possible service standards on a daily basis to ensure consistency, product quality, and promote customer confidence and loyalty.
- Work closely with the marketing staff in the development and implementation of the annual marketing plan and initiates necessary adjustments throughout the year to maximize the benefit of the marketing efforts.
- Shall oversee the development, completion and implementation of the annual operating budget for each department.
- Responsible for ensuring the best possible financial performance of the facility by monitoring daily operations and the total revenues and expenses of each department.
- Shall at all times enforce and ensure policies and procedures of the facility are applied in an equal and fair manner for all employees and guests, in all departments.
- Recommend and/or establish policy and procedural changes as appropriate to support the goals of the operation, ownership and management.
- Establish methods of interdepartmental communication to include weekly staff meetings of the department heads and or an appropriate representative of each department.

- Responsible for ensuring all new employees complete new hire orientation and receive departmental training specific to their related job function.
- Promote safety awareness for all departments through continual training to ensure a safe and productive work environment.
- Shall ensure that the general upkeep of the building structures and other assets of the facility are in good repair and arrange for all necessary repair work or preventative maintenance to be performed as appropriate in an expeditious manner.
- Ensure the overall cleanliness of the facility at the highest possible level.
- Ensure that all permits, licenses, fees, taxes, assessments, and/or regulations of a governmental agency of jurisdiction are in compliance with the federal, state and local requirements.
- Represent the facility and Troon Golf in various community functions in a way that supports the overall objectives of the ownership group.

Skills

- Able to communicate effectively and professionally in both verbal and written formats.
- Able to delegate responsibilities.
- Able to develop, lead and manage a team.
- Computer literate in MS Office products to include Excel, Word, Outlook and PowerPoint.
- Able to perform arithmetic computations for budgeting and cost analysis.

Experience / Education / Certification Requirements

- Some college education or its equivalent.
- PGA member.
- Continuing education training through PGA or CMAA.
- Prior management experience in golf industry required.
- Experience as general manager preferred.

Physical Requirements:

- Must be able to lift up to 40 lbs. to waist height.
- Some repetitive motion required including typing and data entry.
- Frequent bending, turning, kneeling and stooping may be required.

JOB SUMMARY

Functions as the strategic business leader of golf operations. Responsible for guest and employee satisfaction, sales and revenue management and the financial performance of the department. Leads the leadership team in the development and implementation of property-wide strategies. Verifies implementation of the brand service strategy and brand initiatives with the objective of meeting or exceeding guest expectations. In addition, the General Manager builds relationships with key customers.

CANDIDATE PROFILE

Education and Experience

- High school diploma or GED; 2 years experience in the golf/course management; Professional Golfers Association (PGA) member.

OR

- 2-year degree from an accredited university in Business Administration or related major; no work experience required; Professional Golfers Association (PGA) member.

CORE WORK ACTIVITIES

Leading Property Golf Operations

- Assumes responsibility for financial goal achievement, analysis and reporting.
- Leads management team to develop and execute a business plan that achieves brand's and owner's financial goal achievement, analysis and reporting.
- Supports recruiting, development, training and mentoring of golf employees.
- Develops/manages operating budget, capital expenditures, food and beverage and marketing plan with the leadership team.

- Verifies all units areas are maintaining compliance with corporate and brand standards.
- Monitors day-to-day operating of total property.
- Drives guest service and employee satisfaction.
- Maintains active membership in PGA or LPGA by fulfilling annual certification requirements.
- Develops a mutually beneficial relationship with all aspects of the owner's organization.

Managing Golf Operations

- Monitors the playing time of golfers to verify optimal speed of play on the course.
- Conducts regular tours of the course to evaluate course conditions.
- Develops the Golf department's Operating Strategy and leads its execution.
- Reviews and manages controllable expenses such as, labor, quality and quantity of grass seed, lawn chemicals, inventory levels, uniforms, utilities etc.
- Works with Grounds Superintendent to verify course is maintained in accordance with brand specific Golf Standards and sound agronomic practices.

Managing Golf Revenue Management Goals

- Makes decisions or recommendations regarding rates per round, retail pricing and services offered to enhance the sales performance of the department.
- Manages financial performance of the golf department to achieve or exceed budget expectations.
- Adjusts services to meet customer demand and budget expectations.
- Monitors the booking of tee times to verify maximum yield.

Ensuring Exceptional Customer Service

- Displays leadership in guest hospitality, exemplifying excellent customer service, and creating a positive atmosphere for guest relations.
- Empowers employees to provide excellent customer service.
- Strives to improve service performance.
- Establishes guidelines so employees understand expectations and parameters.

Conducting Human Resources Activities

- Reviews findings from guest feedback with employees to develop appropriate corrective action.
- Incorporates guest satisfaction as a component of departmental meetings with a focus on continuous improvement.
- Hires Golf team members with the appropriate skills and in a timely manner to meet the business needs of the operation.
- Creates appropriate developmental plans and developing team members based on their individual strengths, development needs, career aspirations, and abilities.
- Sets goals and expectations for direct reports using the performance appraisal process and holding staff accountable for successful performance; coaching team by providing specific feedback to improve performance.
- Conducts annual performance appraisal with direct reports according to Standard Operating Procedures.
- Verifies employees are treated fairly and equitably.
- Celebrates successes and publicly recognizing the contributions of team member.