

MEMORANDUM

TO: Golf Advisory Committee

FROM: Erin Feore, Director of Human Resources

SUBJECT: Review, discuss and provide feedback for General Manager review of the Director of Golf job description

DATE: January 18, 2024

I. RECOMMENDATION

That the Golf Advisory Committee review, discuss and provide feedback for the District General Manager’s review of the Director of Golf job description

II. BACKGROUND

Following the resignation of the former Director of Golf/Community Services, the District’s Director of Human Resources collaborated with the District’s General Manager to review and update the revised Director of Golf (redacting “Community Services” title) job description; however, it was determined that feedback from the Golf Advisory Committee would be helpful in creating the final description to provide to the selected candidate following interviews.

III. BID RESULTS

Not Applicable

IV. ALTERNATIVES

The Golf Advisory Committee could choose to not provide recommended changes or additions to the Director of Human Resources for General Manager review and the job description provided would remain the same.

V. ATTACHMENTS

1. Director of Golf Job Description

VI. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES

Approval of the General Manager Contract template.

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: _____