

## I. DESCRIPTION OF WORK

Positions in this banded class have oversight and management of daily operations of a golf pro shop and its daily activities. Work requires thorough knowledge of the rules of golf and pro shop operations including inventory and merchandising. Positions in the class have the ability to teach all facets of golf, ability to perform in all areas of golf club repairs, ability to coordinate and manage golf tournaments. Work performed can also include communication of policy, identifying golf course needs, developing proposals and the supervising of others.

## II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
Positions at this level provide technical oversight of a golf pro shop and its day- to-day marketing activities. Positions provide day-to-day sales assistance to patrons while maintaining inventory. Positions teach and promote the game of golf to members and to the general public. Positions coordinate and manage all tournaments, club repairs, and provide oversight of golf carts, driving range, and bag storage functions.	Positions at this level perform managerial work involving operations and management of a Professional Golfers' Association certified golf course. Positions assist in analyzing golf course needs including: operations, budget, pro shop operations, inventory, personnel, and public relations issues.	Positions at this level independently manage daily operations and supervise staff. Work includes assisting with development and implementation of short and long term planning. Positions analyze needs, identify problems and develop solutions, and develop proposals.

**III. COMPETENCIES**

Competency	Definition
<b>Knowledge - Professional</b>	Possession of a designated level of professional skill and/or knowledge in specific area(s) and to keep current with developments and trends in area(s) of expertise, usually acquired through post-secondary education.
<b>Communication</b>	Ability to present information to individuals or groups; ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listen and respond appropriately to others.
<b>Coordination-Operations</b>	Ability to facilitate the flow of work for a process or procedure. Knowledge of appropriate procedures for collecting and reviewing information. Ability to monitor or regulate those procedures, tasks, or activities.
<b>Instruction</b>	Ability to instruct and train employees, golf course members, and the general public by providing information, including personalized golf instruction, and the USGA rules of golf.
<b>Financial Management</b>	Knowledge of appropriate policies and procedures for day-to-day management of the financial aspects of a specific program.
<b>Managing Work and Performance</b>	Ability to assign work and to establish and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

**IV. COMPETENCY STATEMENTS BY LEVEL****Knowledge – Professional**

Possession of a designated level of professional skill and/or knowledge in specific area(s) and to keep current with developments and trends in area(s) of expertise, usually acquired through post-secondary education.

Contributing	Journey	Advanced
Knowledge of the USGA (United States Golf Association) rules of golf. Knowledge of pro shop operations. General knowledge of inventory, accounting and merchandising. General knowledge of staffing management. Knowledge of basic golf club repairs.	Thorough knowledge of the USGA rules of golf. Thorough knowledge of golf course and pro shop operations. Thorough knowledge of accounting practices and inventory management. Thorough knowledge of staffing management. Knowledge of more complex golf club repairs.	Comprehensive knowledge of the USGA rules of golf. Comprehensive knowledge of golf course and pro shop operations. Comprehensive knowledge of accounting practices and inventory management. Comprehensive knowledge of staffing management.

**Communication**

Ability to present information to individuals or groups; ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listen and respond appropriately to others.

Contributing	Journey	Advanced
Ability to communicate USGA rules of golf to members and the general public. Ability to promote and market Junior Golf program. Ability to communicate and promote golf tournament instructions. Ability to communicate specific instructions to general public on golf course conditions. Ability to communicate clearly golf course promotions at events and open houses.	Ability to promote and market Junior Golf program. Ability to promote and market game of golf to members and general public. Ability to organize and communicate golf tournament instructions. Ability to communicate golf course operational instructions to staff and general public.	Ability to resolve any escalated complex issues. Ability to promote and market, orally and in writing, Junior Golf program and the game of golf to members and general public. Ability to promote and market tournaments. Ability to communicate and resolve any complex issues on golf course operations. Ability to communicate, orally and in writing, golf pro shop operation procedures and course events; ability to market golf course throughout general public events.

**Coordination-Operations**

Ability to facilitate the flow of work for a process or procedure. Knowledge of appropriate procedures for collecting and reviewing information. Ability to monitor or regulate those procedures, tasks, or activities.

Contributing	Journey	Advanced
<ul style="list-style-type: none"> <li>Ability to coordinate pro shop activities.</li> <li>Ability to coordinate operations of golf carts, driving range, bag drop area and starting times.</li> <li>Ability to coordinate golf tournaments.</li> <li>Ability to recognize and communicate operational needs.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to coordinate and manage pro shop activities.</li> <li>Ability to coordinate and manage operations.</li> <li>Ability to organize and promote golf tournaments.</li> <li>Ability to analyze golf pro shop operational needs.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to develop and oversee all pro shop activities and operational procedures.</li> <li>Ability to develop and manage operations of golf carts, driving range and bag storage.</li> <li>Ability to develop, promote and oversee golf tournaments.</li> <li>Ability to analyze and troubleshoot all golf pro shop operations and public relations.</li> </ul>

**Instruction**

Ability to instruct and train employees, golf course members, and the general public by providing information, including personalized golf instruction, and the USGA rules of golf.

Contributing	Journey	Advanced
<ul style="list-style-type: none"> <li>Ability to provide training and instruction for members and the general public who are at a beginning level of golf skill.</li> <li>May require ability to provide instruction on the USGA rules of golf.</li> <li>Ability to provide instruction to temporary and seasonal staff.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to provide training and instruction for members and the general public who are at a more advanced level of golf skill.</li> <li>Ability to provide instruction to staff on pro shop operations.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to provide training and instruction for members and the general public who are advanced in golf skills.</li> <li>Ability to provide instruction to and supervise staff on pro shop operations.</li> </ul>

**Financial Management**

Knowledge of appropriate policies and procedures for day-to-day management of the financial aspects of a specific program.

Contributing	Journey	Advanced
General knowledge of financial reconciliation and daily receipt processing. General knowledge of inventory management.	Through knowledge of financial projections including expenditures and revenues. Thorough knowledge of inventory management.	Comprehensive knowledge of budget development and management. Comprehensive knowledge of inventory management to include purchasing and pricing of inventory.

**Managing Work and Performance**

Ability to assign work and to establish and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

Contributing	Journey	Advanced
Ability to direct and lead temporary and seasonal workers.	Ability to schedule work and provide management of pro-shop employees. Ability to assist in personnel management through feedback and recommendations.	Ability to direct all pro shop operations to include personnel management. Ability to provide oversight of pro shop personnel issues.

**V. MINIMUM TRAINING & EXPERIENCE**

High school diploma or equivalency and successful completion of a Playing Ability Test (PAT) from Professional Golfers' Association (PGA) and one year of experience teaching golf.

*Optional Guidelines:*

May require additional PGA certifications at the journey and advanced levels.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.