

Preparing a Greenkeepers' Job Description

It is now common practice in industry for those in positions of management to be provided with a job description.

This document is normally drawn up after considerable discussion between the job holder and his immediate superior, ensuring a complete understanding between both parties regarding the broad responsibilities of the manager's role and what is expected from him.

Few greenkeepers have a similar document, which is surprising when one considers most Committee Chairmen hold responsible positions in business and invariably have a job description themselves.

Several clubs have recently enquired whether a standard document exists and as a guide, and it must be emphasised it is only a guide, a format for a job description has been drawn up.

The job description must be individually produced because clubs need to put the emphasis on responsibilities in differing areas.

The job description should not attempt to state every task the greenkeeper is expected to carry out, but group activities under broad headings. To assist in clarifying thoughts when drafting the job description, think of the job relating to Money, Men, Machinery, Materials and Methods. These five M's will cover just about everything needed to control the day-to-day workings of a golf course.

A written agreement between the Head Greenkeeper and his Committee will go some way to creating a better understanding of individual responsibilities.

It must also be said it is not a tablet of stone and will require updating, as and when, the emphasis on working practices need to be changed.

JOB DESCRIPTION..... HEAD GREENKEEPER

RESPONSIBLE TO..... CHAIRMAN OF GREEN COMMITTEE

OBJECTIVE

To maintain the golf course to the standards as specified by the Green Committee, control daily work schedules of green staff, keep machinery and course equipment in full working order and produce programmes with time frames relating to course construction and improvements.

KEY TASKS

To maintain an inventory of course management equipment, keep records of servicing requirements and schedules, order and place repair requirements up to the value of £....., without reference to the Green Chairman.

Plan and effect the day to day maintenance of greens, tees and fairways. Ensure all grass areas are prepared to the height and requirements compatible to the playing capabilities of the course.

Control and manage the work of the green staff by active supervision. Ensure all employees are familiar with the requirements of their job and tasks allocated are carried out to the safety standards laid down by the Health & Safety at Work Act and the Acts relating to Pesticide Legislation.

All trainees will follow an 'On Job' training programme specified by the Greenkeeper Training Committee and released for their college based training as required. Regular assessments of progress will be made, recorded and communicated to the trainee.

A budget will be prepared annually for general maintenance requirements to include repairs and replacement of machinery, fungicides and fertilisers, sand, seed, turf and other items of expected capital expenditure (eg: irrigation, drainage, tree replacement and buildings). Records to be kept of all expenditure relating to the purchase of supplies, repairs and other expenses.

The Head Greenkeeper will attend such meetings as and when requested by the Green Chairman, supply documentation, give advice when required and act according to the instructions of the Committee.

TECHNICAL 2

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