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## A MODEL JOB DESCRIPTION

As promised in my last column, the following is a model job description for a GCSA chapter executive director.

**Nature and scope.** The executive director is the chapter c.o.o. engaged, presumably, as an independent contractor to avoid the legal entanglements of an employer-employee relationship. The executive director might work out of the chapter office or his/her residence depending on circumstances with board of director approval.

**Personal characteristics.** As the representative of the chapter and its members, the executive director shall have a neat appearance in person and dress, demonstrate an enthusiastic approach to his/her work, be familiar with the private golf club environment, be an efficient public speaker and publication writer, and play golf with an approved USGA handicap.

**Community relations.** As its representative and spokesman, the executive director shall educate the regional golf community about the chapter's mission statement and liaison effectively (including making guest speaking appearances and providing guest written articles) with regional entities such as sister golf organizations, government and public service organizations, nonpolitical environmental groups, vendors, valued corporate leaders, charitable organizations and youth groups – among others.

**General chapter duties and responsibilities.** The executive director shall:

- Be responsible to the board of directors for the administration of the chapter.
- Contribute to policy-making and execute decisions made by the board of directors on a timely basis.
- Ensure the chapter is insured properly for the full scope of its activities and responsibilities.
- Attend and ensure proper minute-taking at board of director and selected committee meetings as a member of each without the right to vote.
- Promote, register participants and

manage chapter golf tournaments, activities and educational programming, which includes helping to obtain guest speakers.

- Present a monthly state-of-the-chapter message to the board of directors.
- Ensure all chapter records, paperwork and legal and historical documents are maintained and secured at a location designated by the board of directors.
- Ensure the chapter office (if any) operates in a professional, efficient and courteous manner.
- Attend appropriate regional and national shows (the GIS), educational forums and meetings as provided for within approved annual budgets.
- Ensure all chapter standing committees function with applicable mission statements.
- Provide an effective orientation program for new board members and committee chairmen.

**Re: staff.** The executive director shall:

- Periodically review the chapter's need for administrative support and establish or adjust staffing as required.
- Annually evaluate staff performance.
- Ensure applicable job descriptions are available for key staff personnel.
- Hire and fire staff as authorized within approved operational budgets.

**Re: chapter members.** The executive director shall:

- Ensure membership databases and directories are managed and maintained current.
- Ensure sample employment contracts are available to chapter members as they negotiate with employers.
- Circulate regional and national job availability notices on a timely basis.
- Establish an effective interface with regional golf club/course boards, green committees and search committees to best ensure chapter members are employed within fair market value written agreements, which includes establishing an effective chapter club employment relations committee.

- Ensure the preparation and presentation of printed and Web site informational materials to educate these same club/course elements to the principle that golf course superintendents, as a professional class, have earned the right to written employment contracts.

- Maintain an annual record of the percentage of chapter members working with written contracts.

**Re: communications.** The executive director shall:

- Phase in the conversion of chapter communications from hard copy (newsletter, member directory, event notices and registration, etc.) to a paperless electronic format (ensuring the proper management of a chapter Web site) at a pace appropriate for chapter members to digest. This would include allowing chapter members to pay dues and event fees online.

- Write for chapter publications and Web site as circumstances suggest.

- Design polls and surveys to feed and support a database to be used to educate chapter members and the regional golf community about key issues.

**Re: fiscal.** The executive director shall develop a fiscal management strategy to include:

- Optimizing the selling of ad space within chapter publications (magazine, newsletter, etc.) and Web site.
- Helping obtain sponsorship for chapter activities and events.
- Ensuring the proper collection of dues and the appropriate management of accounts receivable and payable.
- Ensuring the preparation of appropriate operating and capital budgets on a timely basis for board of director approval.
- Developing annual fund-raising programs.

Newly hired executive directors need not undertake all the detailed assignments profiled within the above job description. Rather, they should look to phase into their new assignments only to the extent that's natural to support their chapters' current mission statements. **GCI**