

# ROLES & RESPONSIBILITIES OF A COURSE MANAGER



**1812 – The Pro-Fiscall shall prosecute any person who may presume to tirr the soil or carry away feal or divot**

# ROLES & RESPONSIBILITIES OF A COURSE MANAGER

- ❑ **Introduction**
- ❑ **Key Areas of Responsibility**
- ❑ **Actions Required**
- ❑ **Working for a common goal**



# ROLES & RESPONSIBILITIES OF A COURSE MANAGER

## 1. INTRODUCTION



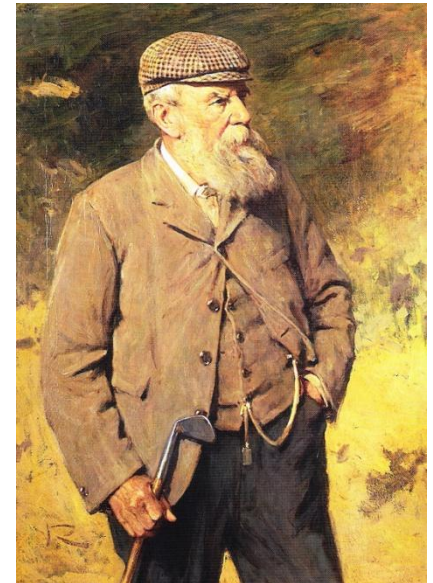
- ☐ **Organising**
- ☐ **Planning**
- ☐ **Budgeting**
- ☐ **Communicating**

**Golfers want good, consistent playing conditions**

# ROLES & RESPONSIBILITIES OF A COURSE MANAGER

## THE SKILLS THE GOLF CLUBS ARE LOOKING FOR

- ❑ Leadership, Management & Motivation of staff
- ❑ Budgeting, finance & controlling expenditures
- ❑ Implementation of Health & Safety
- ❑ Relevant qualifications & experience
- ❑ Work Planning
- ❑ General course condition & presentation
- ❑ Communication & negotiation skills
- ❑ Equipment & Irrigation operation/maintenance
- ❑ Computer & IT skills
- ❑ Environment/Organisation/Construction/Training





# ROLES & RESPONSIBILITIES

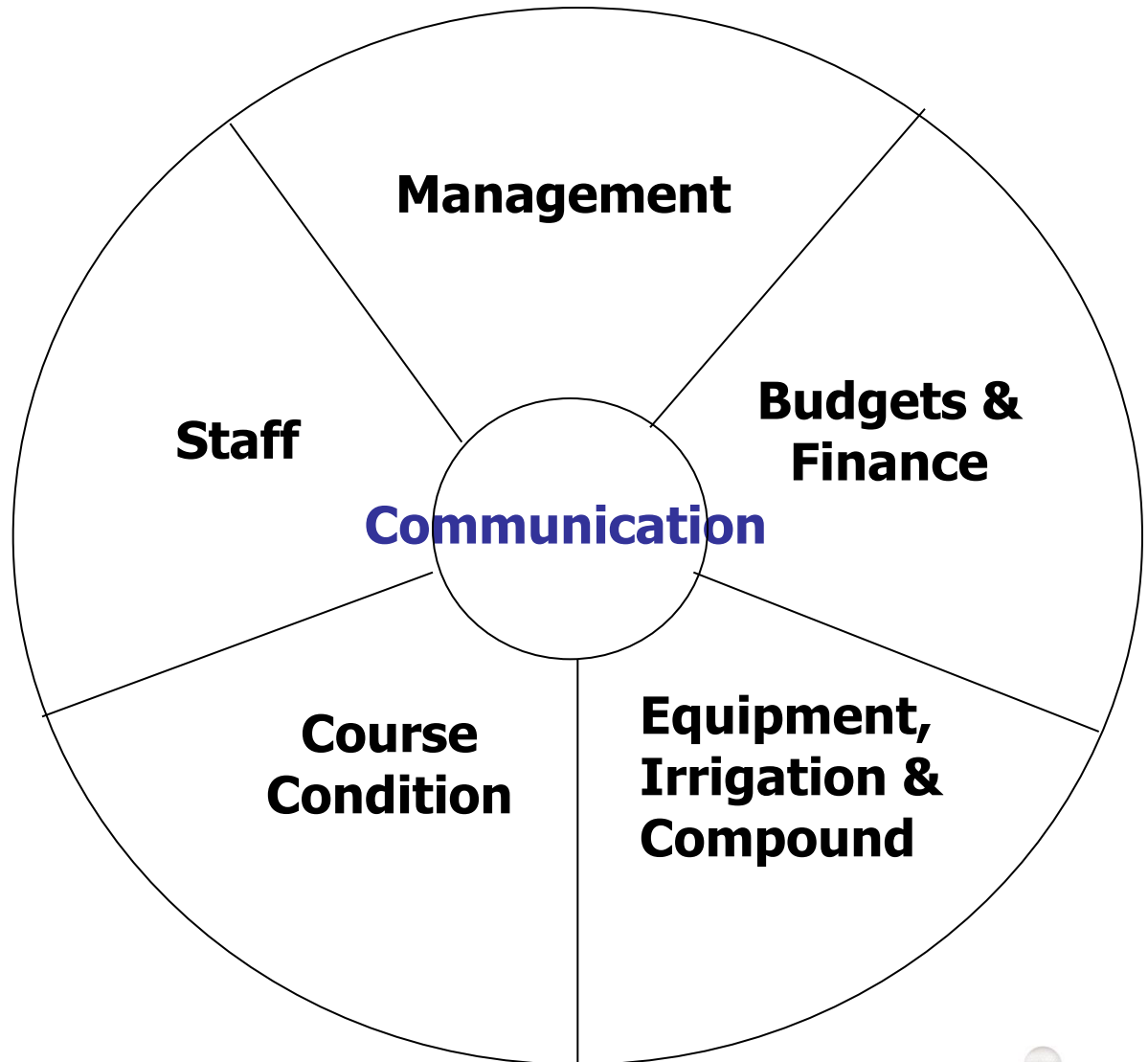
**Growing quality turf is only one aspect of successfully managing a golf course**

**A successful Course Manager requires a number of management skills and a working knowledge of the many aspects that are involved in managing a golf course.**



# ROLES & RESPONSIBILITIES

## 2. THE FIVE KEY AREAS OF RESPONSIBILITY



# ROLES & RESPONSIBILITIES

## 3. ACTIONS REQUIRED

### THE KEY MANAGEMENT SKILLS

- ❑ **Leadership**
- ❑ **Organisation**
- ❑ **Planning**
- ❑ **Man Management**
- ❑ **Health & safety**
- ❑ **Record Keeping**
- ❑ **Presentations & Reports**
- ❑ **Computer/IT competency**
- ❑ **COMMUNICATION**



# ROLES & RESPONSIBILITIES

## MANAGEMENT

### FOUR BASIC TASKS EXPECTED OF MANAGERS

- ❑ **To Plan** - tasks & work programs
- ❑ **To Organise** - the team to carry out the work
- ❑ **To Motivate** - the people to meet/exceed expectations
- ❑ **To Control** - outcomes so that tasks are achieved





# ROLES & RESPONSIBILITIES

## MANAGEMENT

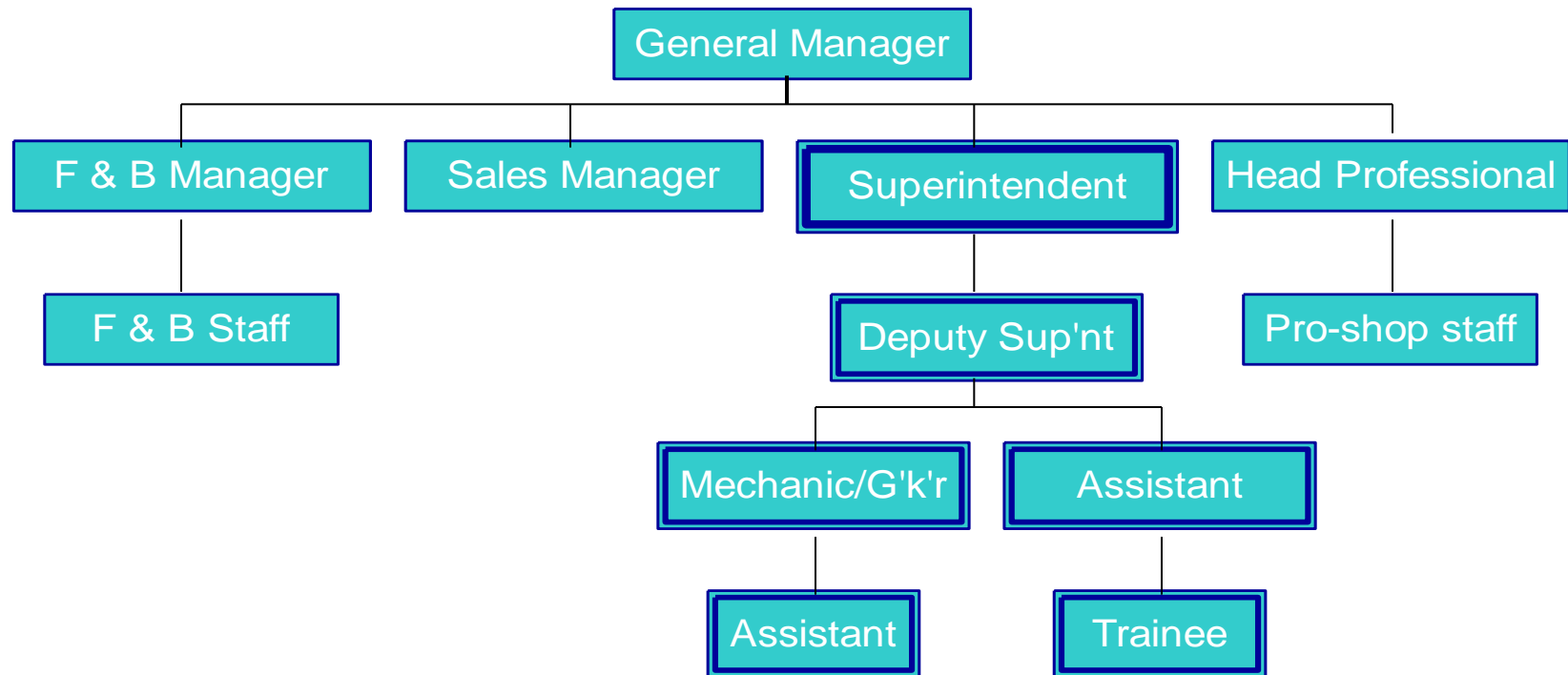
**LEADERSHIP: The ability to influence others to achieve results**

**Effective leadership should empower, motivate and organise a staff to achieve a common goal.**



# ROLES & RESPONSIBILITIES

## MANAGEMENT



**Typical Commercial Golf Club  
Organisational chart**

# **ROLES & RESPONSIBILITIES**

## **MANAGEMENT**

### **PLANNING FUNDAMENTALS**

**Forward planning is looking at planning in depth.**

**Identify, prioritise and then fund projects or expenditures that allow for continued improvement**

**When employees know the plan, they are better able to process what needs to be done and are more efficient at doing their job.**



# ROLES & RESPONSIBILITIES

## BUDGETS & FINANCE

**A budget is a plan for effective investment**

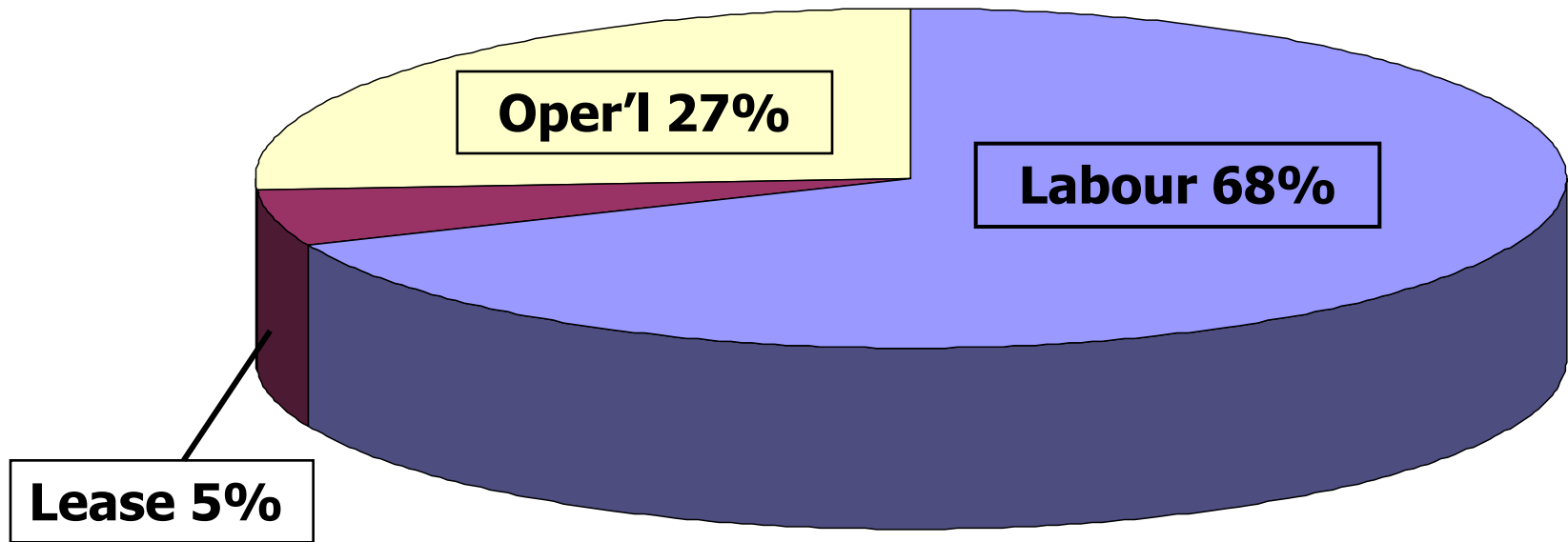
### KEY ASPECTS

- ❑ **Formulating a budget**
- ❑ **Ordering Procedures**
- ❑ **Controlling expenditures**
- ❑ **Suppliers**
- ❑ **Capital Expenditure**



# ROLES & RESPONSIBILITIES

## BUDGETS & FINANCE



## TYPICAL COURSE BUDGET



# ROLES & RESPONSIBILITIES

## BUDGETS & FINANCE

Summaries - Operational Costs	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Maintenance - Irrigation	£0	£0	£600	£300	£300	£200	£150	£150	£150	£500	£0	£0	£2,350
Maintenance - Equipment	£950	£950	£900	£800	£650	£650	£650	£650	£700	£800	£950	£950	£9,600
Maintenance - Other	£150	£50	£200	£0	£0	£0	£100	£0	£0	£0	£300	£50	£850
Fertilisers	£150	£100	£300	£1,000	£50	£60	£60	£60	£900	£110	£140	£250	£3,180
Amendments	£0	£100	£100	£250	£40	£160	£160	£90	£90	£100	£90	£90	£1,270
Chemicals	£70	£250	£420	£420	£800	£130	£110	£80	£420	£1,700	£580	£0	£4,980
Dressings	£600	£0	£600	£900	£400	£400	£600	£600	£1,400	£600	£400	£0	£6,500
Sands & Gravels	£0	£900	£450	£450	£0	£0	£0	£0	£0	£0	£900	£0	£2,700
Seed	£0	£0	£100	£450	£300	£0	£100	£0	£300	£300	£0	£0	£1,550
Turf & Plants	£150	£0	£0	£300	£0	£0	£0	£0	£0	£0	£150	£80	£680
Fuel	£860	£230	£320	£900	£350	£350	£900	£350	£350	£900	£230	£230	£5,970
Rent & Hire	£0	£350	£0	£0	£400	£0	£0	£0	£0	£0	£250	£0	£1,000
Course Accessories	£0	£150	£590	£330	£100	£150	£170	£100	£160	£0	£100	£0	£1,850
Supplies	£200	£80	£50	£80	£50	£60	£110	£30	£50	£230	£50	£50	£1,040
Tools	£50	£50	£350	£400	£430	£0	£50	£30	£0	£50	£100	£0	£1,510
Fees	£110	£0	£100	£0	£350	£0	£0	£80	£0	£0	£0	£0	£640
Uniforms & safety Clothing	£70	£70	£0	£350	£60	£0	£60	£0	£60	£350	£0	£50	£1,070
Training	£50	£0	£50	£450	£0	£0	£0	£0	£300	£0	£30	£120	£1,000
<b>Total / Month</b>	<b>£3,410</b>	<b>£3,280</b>	<b>£5,130</b>	<b>£7,380</b>	<b>£4,280</b>	<b>£2,160</b>	<b>£3,220</b>	<b>£2,220</b>	<b>£4,880</b>	<b>£5,640</b>	<b>£4,270</b>	<b>£1,870</b>	<b>£47,740</b>

**Desired course conditions require inputs of labour and materials as well as the necessary equipment**

# ROLES & RESPONSIBILITIES

## STAFF

**Growing grass is the easy part, dealing with people is the hard part.**

**Management is largely about working with people and the greatest challenge confronting the modern day Course Manager is working with people**

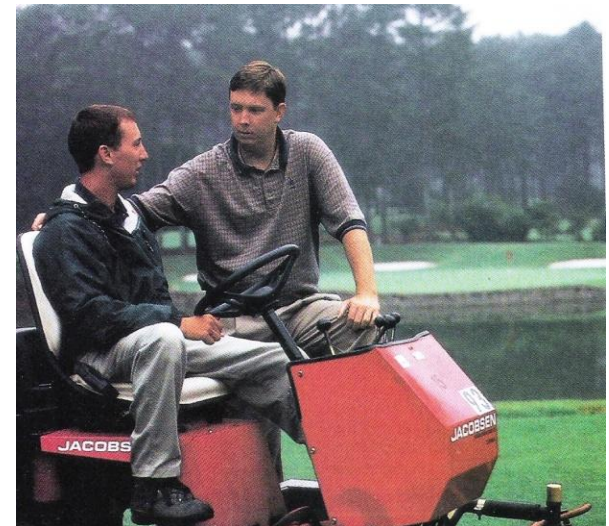


# ROLES & RESPONSIBILITIES

## STAFF

### KEY ASPECTS

- ❑ **Job Descriptions**
- ❑ **Recruitment/Retention**
- ❑ **Training**
- ❑ **Supervision**
- ❑ **Working Relationships**
- ❑ **Appraisals**



# ROLES & RESPONSIBILITIES

## STAFF

### CPD & TRAINING: A dual requirement

- ❑ **On-going training & development**
- ❑ **Refresher courses**
- ❑ **Employee training manuals**
- ❑ **Induction of new employees**
- ❑ **Seminars & Workshops**
- ❑ **College courses**



# ROLES & RESPONSIBILITIES

## STAFF

### APPRAISALS:

- ❑ **Frequency & Timing**
- ❑ **Self & CM Evaluation**
- ❑ **Two-way discussion**
- ❑ **Feedback**
- ❑ **Career opportunities**



**Be a coach, not a critic. The objective is to improve performance**



# ROLES & RESPONSIBILITIES

## EQUIPMENT, IRRIGATION & COMPOUND

### KEY REQUIREMENTS:

- ❑ **Working knowledge of equipment & irrigation**
- ❑ **Equipment maintenance, set-up & safe operation**
- ❑ **Efficient use of an automatic irrigation system**
- ❑ **Fault finding and basic repairs**
- ❑ **Inventories**
- ❑ **Compound & building organisation**



# ROLES & RESPONSIBILITIES

## EQUIPMENT, IRRIGATION & COMPOUND



MACHINE.	H.O.C (MM)	Trees (PSI)	HOURS LAST SERVICE	NEXT SERVICE DUE.	SERVICE TYPE	SERVICE PARTS REQUIRED.	FAULTS / REMARKS.
Toro 3250	4 0	24 24	147	797	150 OIL	OIL FILTER	
Toro 3200	4 0 11	18 18	1476	1626	150 OIL	OIL FILTER	
Toro 5500	17	18 18	1047	1147	400 OIL	FUEL OIL AIR FILTERS.	Unit Broken - Covered 12/16/19.
Toro 2280	50 15	28 28	964	1064	100 OIL	OIL FILTER.	
Toro 2000	14 20	16 20	432	462	200	AIR FILTER HYD FILTERS.	Lot Run - Spotted Small Missing Pieces.
Toro 2000	14 10	16 20	501	401	100	OIL FILTER.	
Toro 1000	6 5	15	1631/19	1631/19	50	OIL FILTER	
Toro 1000	6 5	15	1631/19	1631/19	50	OIL FILTER	
Toro Workman 3200 Box	—	22 18	1612	1512	200	OIL FILTER	
Toro Workman 2110	—	22 15	204	364	100	USE AIR SHAKE FLUIDS.	SPRING BEST SUCTION LOOSE.
Toro Workman 33000	—	—	0	50	50	OIL FILTER.	
Toro 3280	50	—	1178	1278	100	OIL FILTER.	
New Holland TC27D	—	22 14	0	50	50	OIL FILTER.	NEW FRONT TIRE - ORDERED 11/16/19 - WASH TIRE SHOT - 2/16/19.
MASSEY Ferguson 540	—	—	2582	2782	150	OIL FILTER.	* 50% SERVICE DUE NOW !!
Ilex TK546	—	18 12	54	100	100	OIL FILTER CHECK AIR FILTER	DECK SHOWER ROD.
Kubota F3060	50	20 22	1497	1697	200	OIL TRANSMISSION CHECK AIR FILTER.	CRACK BOX SHOT & OIL SEAL ROD - ORDERED.
John Deere 640C	—	18	1411	1511	100	OIL - AIR SHAKE FLUIDS.	WASH BATTERY ROD.
Petco 660	—	—	—	—	—	—	
Sisis Mega SUT	—	—	—	—	—	—	
Sisis Genesis SUT	—	—	—	—	—	—	
Toro 8000 Top Dresser	—	—	—	—	—	—	
Chambers Barre Spreader	—	—	—	—	—	—	
Cushman Multi Brush	—	—	—	—	—	—	
Amphib Spreader	—	—	—	—	—	—	
2 Towbe Trailer	—	18	—	—	—	—	
Thyrot 180 Spreader	—	—	—	—	—	—	ORDER SHAW PARTS FOR STOCK.

A.O.B. CUMMER SPREADER BOX L103 - 2 5 7 8 9 11

# ROLES & RESPONSIBILITIES

## EQUIPMENT, IRRIGATION & COMPOUND

Make	Type & Model	Serial Number	Year of Purchase	Leasor	Lease Expiry	Replacement (Equivalent)	Year
<b>Greens</b>							
T Jacobsen	Old GK IV Triplex (back-up only)	2166	1994			13000	
T Jacobsen	Greensking V Triplex mower	2949	1998			15000	
T Jacobsen	Greens King IV Triplex mower	2979	2003	Barclays	Aug-07	13000	
W Jacobsen	522 walk mower	4354	1997			3500	
W Jacobsen	522 walk mower	4102	1998			3500	
W Ransomes	Super Certes Mower	KJ01739	1994			3000	2005
W Ransomes	Super Certes Mower	KJ01747	1994			3000	
<b>Tees/Collars</b>							
T Jacobsen	Tri-King triple Mower	2460	1994			13000	2006
T Jacobsen	Tri-King triple Mower	3510	1998			13000	
W Lloyds	Paladin Mower	10493/21	1988			3000	
W Lloyds	Paladin Mower	10393/21	1988			3000	
<b>Surrounds/Banks</b>							
Jacobsen	Tri-king Triple mower	677432008	1993			13000	2005
<b>Fairways</b>							
Jacobsen	LF 3810 Fairway Mower	2271	1994			24000	2004
Jacobsen	Farway 305	CG000473	2004	Not decided	Sep-08	23000	
<b>Roughs</b>							
Jacobsen	HR 5111 Rotary Mower	4391	1998			31000	
<b>Bunkers</b>							
John Deere	1200A Bunker Rake	T01200A120422	2001	Barclays	Jun-05	6000	
<b>Tractors</b>							
Ford	1920 Tractor	58189	1984			14000	2005
Ford	1520 Tractor	UH25821	1988			16000	2006
John Deere	4500 Tractor/cab	E259002	2000	Barclays	Jun-04	14000	
<b>Run-arounds</b>							
John Deere	Gator 4x2 run-around	X025183	1997			4550	2005
John Deere	Gator 4x2 run-around	X025187	1997			4550	2006
Jacobsen	1110 Hauler run-around	840258391	1999	Lombards	Apr-03	4000	

## Machinery Inventory Example

# ROLES & RESPONSIBILITIES

## EQUIPMENT, IRRIGATION & COMPOUND



**The importance of  
safe operation and  
knowing the  
limitations of  
equipment**



# ROLES & RESPONSIBILITIES

## EQUIPMENT, IRRIGATION & COMPOUND



**A maintenance compound should be organised and tidy as opposed to a place that looks somewhere between a junk yard and a landfill site.**



# ROLES & RESPONSIBILITIES

## COURSE CONDITION & PRESENTATION

### KEY AREAS

- ❑ **First Impressions (Kerb Appeal)**
- ❑ **Turf Quality/Playing surfaces**
- ❑ **Maintenance work**
- ❑ **Definition & Presentation**
- ❑ **Projects**
- ❑ **Sustainability & Environment**



# ROLES & RESPONSIBILITIES

## COURSE CONDITION & PRESENTATION

### KEY AREAS: First Impressions





# ROLES & RESPONSIBILITIES

## COURSE CONDITION & PRESENTATION

### KEY AREAS: Turf Quality & Playing Surfaces



# ROLES & RESPONSIBILITIES

## COURSE CONDITION & PRESENTATION

### KEY AREAS: Maintenance work





# ROLES & RESPONSIBILITIES

## COURSE CONDITION & PRESENTATION

### KEY AREAS: Definition & Presentation





# ROLES & RESPONSIBILITIES

## COURSE CONDITION & PRESENTATION

### KEY AREAS: Projects





# ROLES & RESPONSIBILITIES

## COURSE CONDITION & PRESENTATION

### KEY AREAS: Sustainability & Environment



# **ROLES & RESPONSIBILITIES**

## **COMMUNICATION**

**Effective Communication of information between people and activities is essential for any business to function.**

**Good communication is essential in becoming a successful Manager and the link between all other aspects of the business**

**Employees want a leader who leads and provides consistent communication to them.**



# ROLES & RESPONSIBILITIES

## COMMUNICATION

**Golfers are the customers, not the opposition**

- ☐ **Information Board**
- ☐ **Newsletters**
- ☐ **Web site updates**
- ☐ **Presentations**
- ☐ **Be pro-active**



# ROLES & RESPONSIBILITIES

## 4. WORKING AS A TEAM - Helping the Business

- ❑ **Build good working relations**
- ❑ **Schedule work programs around golf events**
- ❑ **Be proactive in reducing unnecessary costs**
- ❑ **Have a say in setting policy, standards, objectives**
- ❑ **Negotiate with GM's, Owners, Trade**
- ❑ **Accountability & Loyalty**





# ROLES & RESPONSIBILITIES

## SUMMARY

### KEY SKILLS REQUIRED

- ❑ **Ability to take control & make decisions**
- ❑ **Business and Finance acumen**
- ❑ **Both a team player and a coach**
- ❑ **Practical & Technical knowledge of the job**
- ❑ **Effective Communication & negotiation skills**
- ❑ **Honesty & Integrity**
- ❑ **Sense of humour!**







**Thank you**  
**[www.turfmasterone.co.uk](http://www.turfmasterone.co.uk)**