

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 18 November 2013

SUBJECT: Golf Clubhouse Supervisor / Golf Professional (80%) – Parks

At the request of the Parks Superintendent, Kevin Briski, and Parks Operations Manager, Charlie Romines, I have studied a new 0.8 FTE position of Golf Clubhouse Supervisor that was created in the 2014 budget. After reviewing the position description (see attached), and conversations with Mr. Briski, Mr. Romines, and Assistant Parks Superintendent, Mr. Eric Knepp, I conclude that a new classification of Golf Clubhouse Supervisor be created in CG 18, Range 3 level for the reasons outlined in this memo.

The class specification defines the Golf Clubhouse Operations Supervisor:

...as responsible managerial, professional, and administrative work in directing and coordinating all clubhouse operations for the four (4) City golf courses.... This role incorporates oversight of the pro shop operations and merchandising, clubhouse food and beverage services, golf cart fleet operations, driving range, tournament coordination, programming, and golf lessons/instruction.

In 2012, the Parks Division transitioned the Golf program from a contracted operation to an in-house operation. For the 2013 golf season, Parks created a Golf Clubhouse Operations Supervisor to oversee operations of the 4 clubhouses as well as solicit lesson, league, and tournament activity at the courses. This position was placed in CG19, Range 7 to allow the incumbent to earn incentives based on the amount of revenue generated. Now, the current Golf Program Supervisor (CG18, R10), which supervised the Golf Clubhouse Operations Supervisor and related staff in addition to the maintenance staff, is retiring. As a result, this creates opportunity to further refine the needs of the Golf Program to better address the initiatives of the in new in-house program. In it's 2014 budget request, Parks eliminated the Golf Clubhouse Operations Supervisor in CG19, R7, and inserted a new position of Golf Clubhouse Supervisor CG18, Range to be determined. The new Golf Clubhouse Supervisor will have greater oversight capacity for the clubhouse operations, staff supervision and related administrative functions and needs at all four locations. However, responsibility for soliciting lesson, league, and tournament play, as well as other revenue generating and promotional activities would move to the Golf Program Supervisor.¹

To determine the most appropriate range for classification on the new Golf Clubhouse Supervisor, I considered several similar positions like Overture Center Box Office Supervisor (CG18, Range 2); Olbrich Gardens Facility / Volunteer Coordinator (CG18, Range 3); and Monona Terrace Assistant Operations Manager (CG18, Range 4).

The Box Office Supervisor, formerly from Overture Center, is defined in the classification specification as:

¹ The incumbent in the Golf Clubhouse Operations Supervisor will continue in his position after the new year and will be eligible to compete for the Golf Program Supervisor. If he is not selected for that position, he will be eligible to compete for this new position.

... **responsible supervisory and administrative work** involving the **oversight of the day-to-day operations** of the Overture Center Ticket Office.... work involves the **coordination of computerized ticket sales**, processing of mail and telephone orders, dealing with resident users, **training and directing permanent and hourly cashiers**, preparing fact sheets, and dealing with problems and unusual situations. [emphasis added]

The Olbrich Gardens Facility/Volunteer Coordinator (CG18, Range 3) classification describes the nature of the work as:

...**professional program and administrative work** involving **the coordination and oversight of facility rental operations** and volunteer activities for the Olbrich Botanical Center and Gardens. ...this position is responsible for **coordinating and overseeing all aspects of facility rental, including customer relations**, booking, **staff assignments**, caterer and lessee liaison and **facility operations**. In addition, this position is responsible for **developing, coordinating, implementing and evaluating volunteer services, programs and opportunities** for the Olbrich Botanical Center and Gardens. [emphasis added]

The Monona Terrace Assistant Operations Manager (CG 18, Range 4) is described in the class spec as:

...**responsible supervisory work** in assisting in the **management and oversight of operational activities** (e.g., event set-up, custodial and security) within the Operations Section of the Monona Terrace Community and Convention Center. Work includes **planning, coordinating, developing and overseeing daily operational services** and substantive involvement in related administrative functions (e.g., the development of related program standards; purchasing and inventory control; and diverse recordkeeping).

The proposed Golf Clubhouse Supervisor will have primary responsibilities to include:

... the **management and oversight of clubhouse operations activities and program support** within the Golf Section of the City of Madison Parks Department. Work includes assisting the Golf Program Supervisor with planning, coordinating, **developing and overseeing daily clubhouse services and substantive involvement in related administrative functions** (e.g., the development of related program standards; purchasing and inventory control; and diverse recordkeeping). This position will assist the Golf Program Supervisor in the **administration of the golf shops, tournament operations, reservation and POS systems, food and beverage program, lesson and league programs** and is responsible for the **hiring, training and discipline of hourly staff members**, as well as ensuring service excellence for our guests. [emphasis added]

Upon reviewing the comparable positions in the City, similarities can be found among the possible three ranges within the professional compensation group 18. For instance, the propose Clubhouse Supervisor would have supervisory responsibilities for the hourly, seasonal Golf Attendants and Professional Aides; along with the administrative functions that accompany staffing oversight and scheduling. However, this Clubhouse Supervisor would have greater operational oversight of the four City owned golf course facilities. This would put the position at a higher range than the Box Office Supervisor. Similarly, coordinating the Golf Program activities and the facilities at the courses coincides with the coordination and oversight of all aspects of the Olbrich Gardens facility. Likewise, the Olbrich Garden Facility/Volunteer Coordinator is responsible for the coordination of a large number of volunteers. Lastly, while the Clubhouse Supervisor would be responsible for the various needs of clubhouse operations, this is the only operational area the position is accountable for in the Parks Division. As

compared to the Monona Terrace Assistant Operations Manager, which has oversight in at least three operational areas for the entire convention center; as well as supervisory responsibility for both full-time, permanent and part-time, seasonal staff.

After careful consideration, I found this work to be at a professional level and is most consistent with the examples of duties and responsibilities found in classification of Olbrich Gardens Facility/Volunteer Coordinator in CG 18, Range 3. As such, I recommend that the new position identified in the budget be deleted and recreated as a Golf Clubhouse Supervisor and the new position would be in CG 18, Range 3. I have prepared the necessary Resolution to implement this recommendation.

Editor's Note

Compensation Group/Range	2013 Annual Minimum (Step 1)	2013 Annual Maximum (Step 5)	2013 Annual Maximum +12% longevity
18/02	\$44,641	\$50,665	\$56,732
18/03	\$46,149	\$52,622	\$58,942
18/04	\$47,655	\$54,955	\$61,542

cc: Kevin Briski – Parks Superintendent
Eric Knepp – Assistant Parks Superintendent
Charlie Romines – Parks Operations Manager