

## POSITION DESCRIPTION

### Position Details:

Title:	<b>Manager – Golf Operations</b>
Location:	Golf Queensland, Bowen Hills, Queensland
Term of Appointment:	Permanent subject to satisfactory completion of a six month probation period
Status:	Full Time
<b>Closing Date:</b>	<b>Friday 16<sup>th</sup> April 2010</b>

### Organisational Background:

GQ Priorities:	<p>Golf Queensland (GQ) is the peak body for amateur golf in Queensland. It aims to promote and foster the game of golf, preserve important traditions, assist talented players realise their potential and provide a range of direct and indirect benefits to golfers of all ages and abilities.</p> <p>Some of the related services include the delivery of events for both the high level player and the average club golfer, assistance with rules and technical developments of the game, advice and representation on a range of industry issues and presentation of contemporary information for club development. In particular, GQ has a focus on the development of golf in Queensland and this is reflected in the organisation's vision which is simply "More people playing more golf".</p>
GQ Golf Operations	<p>The main purpose of the Golf Operations Unit is to develop, manage and support GQ's programs and services provided to golfers and golf clubs in the following areas:</p> <ul style="list-style-type: none"> <li>• High Performance Programs;</li> <li>• Tournaments and Events;</li> <li>• Technical (Rules and Handicapping) Advice and Development</li> </ul> <p>GQ's key objective in High Performance is to provide opportunities for Queensland's most talented golfers to achieve at the highest level. It's performance indicators in respect to this objective is, for each year, to have four males and four females in the top 25 of the national rankings; and for Queensland States teams to finish, on average, in the top three across all national championship events.</p> <p>In Tournament and Events GQ aims to provide a range of quality competitions for both the average and talented player. The performance indicator is for participation levels in the majority of tournaments to be maintained or increased.</p> <p>Delivery of education and advice concerning rules and handicapping of the game in Queensland is an ongoing strategy. An important performance indicator in the area of Technical Development will be the implementation of the new USGA handicap and course rating system.</p>

### Purpose of the Position:

Primary Purpose	The Golf Operations Manager provides leadership and management of GQ Golf Operations staff and volunteers of GQ across a diverse range of programs.
Key Expectations:	<p>In particular, the position will:</p> <ul style="list-style-type: none"><li>• Provide leadership, quality management and oversee staff and the Golf Operation services, programs and budgets involved;</li><li>• Provide quality input to the CEO and GQ Committees concerning the strategic planning ;</li><li>• Effectively implement plans that will enhance the performance and quality of Golf Operations programs and services; and</li><li>• Develop and maintain effective communication and working relationships with key stakeholders relating to GQ Golf Operations.</li><li>• Provide tournament coordination and technical advisory/education services.</li></ul>

### Key Relationships:

Reports To:	GQ CEO
Direct Reports:	Senior Coordinator – Golf Operations, Junior Coordinator – Golf Operations QAS/High Performance Coordinator
Internal:	GQ CEO, Communications Manager, Match Committee, Technical Committee, High Performance Committee, Manager, Finance and Business Manager
External:	Golf Clubs, Golf Australia

### Criteria for Appointment:

Experience, Skills, Knowledge and Qualifications.	<ul style="list-style-type: none"><li>• <u>Golf background</u>: Demonstrated experience and strong knowledge relating to the game of golf. A strong knowledge and skills in the delivery of golf tournaments and the rules of golf would be highly desirable. Knowledge and experience in the development of talented golfer or other athletes would be desirable.</li><li>• <u>Operational planning, project management and budgeting</u>: Demonstrated ability to develop operational plans for programs and successfully implement these plans within allocated budget and timeframes in order to achieve an organisation's strategic goals.</li><li>• <u>Management/Supervision skills</u>: Proven skills in the supervision and training staff and volunteers including the setting of work allocations, goals and feedback on performance. Formal management training or similar formal educational would be an advantage.</li><li>• <u>Interpersonal skills</u>: Demonstrated ability to liaise and negotiate with staff, volunteers and other stakeholders across a wide range of business and community settings.</li><li>• <u>Written and verbal communication skills</u>: Demonstrated ability to successfully communicate effectively across a range of mediums including public speaking, verbal and written presentations, proposals and report writing.</li><li>• <u>Computer skills</u>: Proven ability and understanding in the use of Microsoft office products in the development of budgets, business reports and correspondence. Proven capability to utilise and apply other IT technology to enhance operations or delivery of services would be desirable.</li><li>• <u>Drivers Licence</u> is essential.</li></ul>
---	---

Attributes	<ul style="list-style-type: none"> <li>• <u>Leadership Capability</u>: Demonstrated ability to build trust and influence others toward the achievement of organisational objectives is important.</li> <li>• <u>Initiative</u>: Contribute ideas and establish improved ways of achieving results through proactively managing programs and staff resources.</li> <li>• <u>Attention to detail</u>: Demonstrated ability to ensure programs are well planned as well as effectively evaluated and monitored.</li> <li>• <u>Strategic approach</u>: Ability to comprehend the broader issues and priorities of an organisation and develop actions or provide advice to achieve these priorities.</li> </ul>
Additional Information:	<ul style="list-style-type: none"> <li>• A current <u>Blue Card</u> for working with children in Queensland must be attained with the first 3 months of employment.</li> <li>• Local and regional <u>travel</u> is a requirement of this position.</li> <li>• This position will require <u>out of hours work</u> from time to time including attendance at events, program activities and meetings with key stakeholders.</li> </ul>

**How to Apply:**

Applications must be made using email through [info@golfqueensland.org.au](mailto:info@golfqueensland.org.au) and follow the process outlined below:

1. Submit a short covering letter and resume;
2. Provide a statement (no more than six pages overall) in response to each of the items listed under the 'Criteria for Appointment' section of this Position Description; and
3. Ensure the documentation is all within the one attachment and that the email subject line is labelled – Manager Application

**Applications Close Friday 16<sup>th</sup> April 2010**

After reading the Position Description, further enquiry can be directed to Lindsay Ellis on (07) 3252 8155 or email [lindsay@golfqueensland.org.au](mailto:lindsay@golfqueensland.org.au)

**Version Control**

Last Updated:	29 March 2010
By:	L Ellis
CEO Approval:	

## Position Roles and Responsibilities

Roles and Responsibilities	Key Outputs and Outcomes
<p><b><u>Develop strategic and operational plans and budgets pertaining to the High Performance, Tournaments and Technical (Rules and Handicapping) program areas and ensure the plans are effectively implemented.</u></b></p> <p>The full details of programs will be outlined in the operational plans.</p>	<ul style="list-style-type: none"> <li>• Develop and maintain clear project/program plans, budgets and schedules concerning the delivery of Golf Operations programs. Specifically this will include:               <ul style="list-style-type: none"> <li>○ Establishment, promotion and implementation of the yearly calendar of GQ golf events</li> <li>○ High performance and talent development programs including state squads, the QAS squad and state teams.</li> <li>○ The USGA handicap and course rating project.</li> <li>○ Maintenance of all other technical services including enquiries and education concerning the Rules of Golf, Amateur Status and Handicapping</li> </ul> </li> <li>• Identify new opportunities and provide recommendations to the CEO and relevant GQ Committees concerning the strategic plans/direction of Golf Operations programs and services.</li> <li>• Provide summary documentation concerning plans for the overall GQ operational plan and ensure they are aligned with the current GQ Business Plan.</li> <li>• Develop performance indicators, or specific outcomes, with related measures of the success for each program or project for approval by the CEO.</li> </ul>
<p><b><u>Provide direct support to delivery of GQ tournament and technical advisory/education services.</u></b></p>	<ul style="list-style-type: none"> <li>• Provision of the preparation and coordination of GQ tournaments and events inclusive of the organisation and supervision of the volunteer support group involved.</li> <li>• Provision of accurate information to club enquiries regarding the Rules of Golf and delivery of tournaments.</li> <li>• Organise and present seminars on the Rules, Handicapping or any other topic pertaining to the administration and officiating of golf competitions.</li> </ul>
<p><b><u>Monitor, evaluate and report on the effectiveness of delivery as well as the performance of the golf operations programs.</u></b></p>	<ul style="list-style-type: none"> <li>• Quarterly budget reports with explanations of variances on expenditure and income will be provided to the CEO.</li> <li>• The progress and activity of programs will be reported in writing to the CEO and the relevant Committee quarterly (HP, Match and Technical Committees).</li> <li>• Performance against measures of success will be completed every six months in April and October.</li> </ul>
<p><b><u>Develop and maintain effective communication and working relationships with key stakeholders concerning GQ golf operations:</u></b></p> <p>Golf Club Managers            GQ Volunteers  GA Australia staff            Sponsors  GQ Committee                 GQ Board  Member District Golf Associations</p>	<ul style="list-style-type: none"> <li>• Directly and via Golf Operations staff, ensure communication and relationship building strategies relating to key stakeholders are successfully implemented and maintained. This includes:               <ul style="list-style-type: none"> <li>○ Staff representation and duties concerning GQ Committees or volunteer groups.</li> <li>○ Ensure relations with identified sponsors are maintained.</li> <li>○ All stakeholders involved in the promotion and/or delivery of GQ events.</li> </ul> </li> </ul>

## Position Roles and Responsibilities

<p><b><u>Lead and manage</u> the staff, contractors and volunteers reporting to the position.</b></p>	<ul style="list-style-type: none"> <li>• Provide direction and define priorities in line with the business planning of Golf Queensland when setting performance objectives of Golf Operations staff, contractors or volunteers</li> <li>• Supervise all staff members and contractors reporting to the position and ensure they provide monthly (or as required) work schedules and report on performance.</li> <li>• Conduct timely and effective performance development meetings to establish clear priorities and goals, provide constructive feedback and coaching, and encourage appropriate learning and development activities.</li> <li>• Ensure high skill level and standards of event management by Golf Operations staff through the delivery or organisation of relevant staff training including the use of Golf Autoscore.</li> <li>• Establish effective and best practice process for the recruitment, induction and management of volunteers involved in Golf Operations programs.</li> <li>• Actively attend to any work health or safety issues concerning staff, contractors or volunteers particularly in regard to the delivery of programs.</li> </ul>
<p><b><u>Represent Golf Queensland</u> to external stakeholders and the golf community and, if necessary, act on the CEO's behalf.</b></p>	<ul style="list-style-type: none"> <li>• As one of the more senior staff at Golf Queensland, you may be required to take on more senior duties from time to time. This will include:             <ul style="list-style-type: none"> <li>• In the absence of the CEO, conducting meetings, taking enquiries from external or internal stakeholders or representing Golf Queensland at events or functions; and</li> <li>• Maintaining a broad perspective of GQ operations overall and being prepared to act in the CEO role if he or she is absent.</li> </ul> </li> </ul>
<p><b><u>Positively contribute to organisational activities and office environment</u> inclusive of involvement in meetings or other development requirements.</b></p>	<ul style="list-style-type: none"> <li>• You will be perceived by GQ colleagues as a staff member who has a positive and constructive contribution to the work environment and team activities.</li> <li>• You will contribute ideas and suggest new ways to improve efficiencies and GQ staff performance.</li> </ul>
<p><b><u>Establish and maintain effective self management and development strategies.</u></b></p>	<ul style="list-style-type: none"> <li>• Establish and implement a personal and professional develop plan.</li> <li>• You will actively initiate and participate in performance development discussions with the CEO.</li> <li>• Your work area, files and administration systems will assist the effective and efficient management and operation of the development program.</li> </ul>