

**POSTING IS REQUIRED**

**Classification Notice No. 1372**

To: Agency Heads and Employees  
From: Nita Henry, Executive Director  
Date: October 31, 2012  
Subject: Proposed Change to the Classification and Pay Plan

**The proposed change amends the Classification and Pay Plan by adding Assistant Golf Course Superintendent (618-J) and Golf Course Superintendent (812-J).**

The Department of Parks and Recreation's Golf Division requested that Career Service Authority (CSA) develop two new classifications, Assistant Golf Course Superintendent and Golf Course Superintendent. The job duties performed in the operation and maintenance of golf courses differs from the duties and requirements for other maintenance and operations across the City or in the general labor market. The industry specific classifications accurately reflect the work being performed by the employees in the Golf Division. Aligning the city's classifications for these positions with standard practice in the Golf industry will help with recruitment and retention of qualified employees. It also aids the department in maintaining the quality of play for patrons that is required to operate a competitive and successful golf program.

**NEW CLASSES**

<b><u>Job Code</u></b>	<b><u>Classification Title</u></b>	<b><u>Pay Grade &amp; Range</u></b>
CJ2739	Assistant Golf Course Superintendent	618-J (\$42,230 - \$61,629)
CJ2740	Golf Course Superintendent	812-J (\$60,273 - \$96,160)

Per Career Service Rule 7-37 A – “If it is determined, as a result of an audit or maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting re-allocations shall be the beginning of the first work week following approval by the Board.”

The Career Service Executive Personnel Director shall provide those appointing authorities who are affected with a draft of proposed changes in the plan, and notice shall be posted on appropriate bulletin boards at least thirteen calendar days from the date of this notice.

**Public Notice of Changes:**

The scheduled time for the public hearing is **Thursday November 15, 2012 9:00 a.m.** in the CSA Board Room, Room 4.I.4, Webb Municipal Building, 201 West Colfax Avenue.

**Note:** Please submit any questions or comments on this proposal in writing to Bruce Backer [bruce.backer@denvergov.org](mailto:bruce.backer@denvergov.org), Career Service Authority, in care of Alena Martinez [alena.martinez@denvergov.org](mailto:alena.martinez@denvergov.org) by 8:00 a.m. on **Wednesday, November 14, 2012**. Please include a contact name and phone number so that we may respond directly.

If anyone wishes to be heard by the Board on this item, please call Frances Trujillo [frances.trujillo@denvergov.org](mailto:frances.trujillo@denvergov.org) at (720) 913-5168 no later than noon on **Tuesday, November 13, 2012**.

**NEW CLASS**

<u>Job Code</u>	<u>Classification Title</u>	<u>Pay Grade</u>	
CJ2739	Assistant Golf Course Superintendent	618-J (\$42,230 - \$61,629)	
CJ2740	Golf Course Superintendent	812-J (\$60,273 - \$96,160)	
<u>Supervisory Level:</u>	<u>EEO Code:</u>	<u>Medical Group:</u>	<u>FLSA:</u>
6 – First Level Supervisor	8 – Service/Maintenance	M –Medium Physical	Non-Exempt
7 – Second Level Supervisor	8 – Service/Maintenance	M –Medium Physical	Exempt

Synopsis:

The Department of Parks and Recreation’s Golf Division requested that Career Service Authority (CSA) develop two new classifications, Assistant Golf Course Superintendent and Golf Course Superintendent. The job duties performed in the operation and maintenance of golf courses differs from the duties and requirements for other maintenance and operations across the City or in the general labor market. The industry specific classifications accurately reflect the work being performed by the employees in the Golf Division. Aligning the city’s classifications for these positions with standard practice in the Golf industry will help with recruitment and retention of qualified employees. It also aids the department in maintaining the quality of play for patrons that is required to operate a competitive and successful golf program.

Pay Rationale:

Market survey data was used to determine the appropriate pay grade for the Assistant Golf Course Superintendent and Golf Course Superintendent. The source of the survey data is the Mountain States Employers Council, Inc 2012 Country Club Survey which provides a match for both positions. An additional survey source, the 2011 Compensation and Benefits Report, from the Golf Course Superintendents Association of America (GCSAA) performed by Enetrix (a Gallop Company) was reviewed and is consistent with the results of the primary survey source.

The average actual pay rate for the market for the Assistant Golf Course Superintendent is \$52,392.00, which corresponds to the midpoint of pay grade 618-J (\$42,230 -61,629), which is \$51,930. This provides a percent difference of .89%.

The average actual pay rate for the market for the Golf Course Superintendent is \$78,849.00, which corresponds to the midpoint of pay grade 812-J (\$60,273.00 - \$96,160.00), which is \$78,217.00. This provides a percent difference of .81%.

It is recommended to place the Assistant Golf Course Superintendent at pay grade 618-J and the Golf Course Superintendent at pay grade 812-J.

Employee Impact:

Five (5) employees currently classified as Operations Supervisors will be reallocated into the new Golf Course Superintendent classification. Five (5) employees currently classified as Crew Supervisors will be reallocated into the new Assistant Golf Course Superintendent classification.

Budget Impact:

There is no budget impact. The employees will move pay to pay as a result of the reallocation. The current salaries of the ten (10) employees are above the minimum of new pay ranges.

Organizational Data:

This class will be utilized in Denver Parks and Recreation’s Golf Division. The reporting structure will remain consistent with their current operations. The Assistant Golf Course Superintendents will report to Golf Course Superintendents and the Golf Course Superintendents will report to the Assistant Director.

Proposed Effective Date:

Per Career Service Rule 7-37 A – “If it is determined, as a result of an audit or maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting reallocations shall be the beginning of the first work week following approval by the Board.”



## Career Service Authority

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# Assistant Golf Course Superintendent

### GENERAL STATEMENT OF CLASS DUTIES

Supervises a crew involved in the operation, maintenance and repair of municipal golf course grounds, facilities and equipment.

### DISTINGUISHING CHARACTERISTICS

The Assistant Golf Course Superintendent is a working supervisor specifically assigned to supervising crews working at municipal golf courses. This class is distinguished from the Golf Course Superintendent that performs supervisory duties over working supervisory and non-supervisory employees involved operation, maintenance and repair of municipal golf course grounds, facilities and equipment.

#### ***Guidelines, Difficulty and Decision Making Level:***

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

#### ***Level of Supervision Received and Quality Review:***

Under normal supervision, within a standardized work situation, the employee performs duties common to the line of work without close supervision or detailed instruction. Work product is subject to continual review.

#### ***Interpersonal Communications and Purpose:***

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

#### ***Level of Supervision Exercised:***

Supervises two or more employees working on a crew and multiple seasonal employees.

## ESSENTIAL DUTIES

Supervises and works in a crew involved in the operation, maintenance and repair of municipal golf course grounds, facilities and equipment.

Trains employees in day to day procedures and safety standards and ensures compliance.

Supervises and performs application of chemicals such as fertilizers, pesticides, and insecticides to treat the course and the grounds.

Supervises and performs application of chemicals such as fertilizers, pesticides, and insecticides to treat the course and the grounds. Independently calibrates application equipment, determines product rates based on label requirements, mixes and loads products, and keeps records required by division standards.

Operates and oversees operation of equipment. Directs employees to operate and maintain turf grass equipment.

Independently monitors and makes repairs to irrigation system.

Prepares work records and reports.

Serves in the Golf Course Superintendent's capacity during his/her absence.

Reviews, develops, and/or modifies work plans, methods, and procedures, determines work priorities, and develops work schedules to provide adequate staff coverage. Provides work instruction, assists employees with difficult and/or unusual assignments, and encourages innovation. Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.

Participates in conducting hiring interviews and makes recommendations for selecting candidate(s) for job opening(s).

Resolves problems, mediates conflicts encountered during daily operations, determines appropriate solutions, and promotes teamwork. Encourages regular communication and informs staff of relevant business issues and their impact on the organization.

Monitors employee performance and provides ongoing feedback regarding levels of performance. Provides input to the formal performance evaluation program.

Receives formal and informal grievances and conducts preliminary discussions for settlement when necessary.

Supervises and works in a crew involved in snow removal and winter maintenance operations.

Performs other related duties as assigned.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

## MINIMUM QUALIFICATIONS

### ***Competencies, Knowledge, & Skills:***

**Building and Construction** - Knowledge of materials, methods, and appropriate tools to construct objects, structures, and buildings.

**Integrity/Honesty** – Displays a high standard of ethical conduct, understands the impact of violating these standards on an organization, self, and others, chooses an ethical course of action, and is trustworthy.

**Communication** - Expresses ideas and facts to individuals or groups effectively, succinctly and in an organized manner in writing and/or orally. Makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas.

**Problem-Solving** – Identifies and analyzes problems using sound reasoning to draw conclusions and finds alternative solutions to complex problems by distinguishing between relevant and irrelevant information to make logical judgments.

**Reading** – Understands and interprets written materials including technical information, rules, regulations, instructions, reports, charts, graphs, and/or tables and applies what is learned from written materials to specific situations.

**Flexibility** – Is open to change and new information, adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles, and effectively deals with pressure and ambiguity.

**Diversity** – Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.

**Interpersonal Skills** – Considers and responds appropriately to the needs, feelings, and capabilities of others, and adjusts approaches to suit different people and situations.

**Reasoning** – Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

**Self Management** – Sets well-defined and realistic personal goals, displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner, works with minimal supervision, is motivated to achieve, and demonstrates responsible behavior.

**Teamwork** – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

**Decision Making** – Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

Knowledge of supervisory principles and practices sufficient to be able to perform the elements of supervision.

**Physical Demands** (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Standing: remaining on one's feet in an upright position.  
Walking: moving about on foot.  
Lifting: raising or lowering an object from one level to another.  
Stooping: bending the body by bending spine at the waist.  
Reaching: extending the hand(s) and arm(s) in any direction.  
Handling: seizing, holding, grasping, or otherwise working with hands.  
Fingering: picking, pinching, or otherwise working with fingers.  
Talking: expressing or exchanging ideas by means of spoken words.  
Hearing: perceiving the nature of sounds by the ear.  
Eye/hand/foot coordination: performing work through using two or more.  
Lifting: raising or lowering an object 10 – 50 pounds.  
Far acuity: ability to see clearly at 20 feet or more.  
Near acuity: ability to see clearly at 20 inches or less.  
Depth Perception: ability to judge distance and space relationships.  
Field of Vision: ability to see peripherally.  
Accommodation: ability to adjust vision to bring objects into focus.  
Color Vision: ability to distinguish and identify different colors.

**Working Environment:**

Extreme Cold: temperature cold enough to cause marked bodily discomfort.  
Extreme Heat: temperature hot enough to cause marked bodily discomfort.  
Temperature Changes: variations in temperature from hot to cold.  
Noise: sufficient noise to cause distraction or possible hearing loss.  
Vibrations: strain on the body to cause bodily harm if endured daily.  
Hazards: conditions where there is danger to life, body, and/or health.  
Exposed to hazards from electro/mechanical/power equipment.  
Subject to injury from moving parts of equipment.  
Subject to long irregular hours.

**Education Requirement:**

Graduation from high school or the possession of a GED Certificate.

**Experience Requirement:**

Three years of experience in golf course maintenance.

**Education/Experience Equivalency:**

Additional appropriate education may be substituted for the minimum experience requirement.

**Licensure and/or Certification:**

Possession of a valid driver's license at the time of application. The driver's license must be maintained as a condition of continued employment,

Completion of a Career Service Authority supervisory training courses prior to completion of probation.

Possession of a Qualified Supervisor Turf Pest Control License from the Colorado Department of Agriculture prior to the completion of the probationary period.

## CLASS DETAIL

**FLSA CODE:** Non- Exempt

**ESTABLISHED DATE:** xx/xx/2012

**ESTABLISHED BY:** Meredith Creme

**CLASS HISTORY** This is a new class.

DRAFT



## Career Service Authority

# Golf Course Superintendent

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### GENERAL STATEMENT OF CLASS DUTIES

Performs supervisory duties over non-supervisory and/or working supervisory employees involved in the operation, maintenance and repair of municipal golf course grounds, facilities and equipment.

### DISTINGUISHING CHARACTERISTICS

This class is distinguished from the Operations Supervisor that performs supervisory duties over non-supervisory and/or working supervisory employees involved in the operation, construction, maintenance, and/or repair of City facilities, infrastructure, parks, and urban forests or in the collection and disposal of solid waste. The Golf Course Superintendent is also distinguished from the Assistant Golf Course Superintendent which is a working supervisor that supervises a crew involved in the operation, maintenance and repair of municipal golf course grounds, facilities and equipment.

#### ***Guidelines, Difficulty and Decision Making Level:***

Guidelines are in the form of stated objectives for the section, unit, function, or project.

Work assignment is generally unstructured and employee is responsible for assigning and supervising a variety of functions to achieve the objectives of the section, unit, or project. Duties performed involve weighing and evaluating factors requiring judgment, analytical ability, and problem solving.

Employee is responsible for simultaneous coordination and supervision of several functions, programs, or projects in various stages of completion.

#### ***Level of Supervision Received and Quality Review:***

Under administrative supervision, the employee has personal accountability for carrying out an assigned function, program, or project within the scope of established guidelines and objectives and is expected to resolve problems that arise in the normal course of the work. Completed work is generally reviewed for soundness of judgment, conclusion, adequacy, and conformance to policy.

#### ***Interpersonal Communications and Purpose:***

Contacts are of a non-prescribed nature involving the negotiation and resolution of problems and where exceptional degrees of discretion, judgment, and specialized knowledge are required in carrying out the programs and policies of an organization.

#### ***Level of Supervision Exercised:***

Supervises working supervisory employees and/or non-supervisory employees.



## ESSENTIAL DUTIES

Directs and supervises working supervisors and other employees involved in the operation, maintenance and repair of municipal golf course grounds, facilities and equipment.

Oversees the operation and maintenance of the irrigation system. Assists in the planning and development of new, modified or redesigned irrigation systems.

Plans and supervises the application of chemicals such as fertilizers, pesticides, and insecticides to treat the course and the grounds. Independently calibrates application equipment, determines product rates based on label requirements, mixes and loads products, and keeps records required by division standards.

Coordinates maintenance activities with golf course professional staff and schedules maintenance practices around public play and outings to maximize efficiency and minimize disruption to public play.

Recommends process improvements and changes in practices and procedures to increase operating efficiency and expedite work flow.

Implements safety standards and develops procedures to ensure compliance.

Prepares work records and reports.

Reviews, develops, and/or modifies work plans, methods, and procedures, determines work priorities, and develops work schedules to provide adequate staff coverage. Provides work instruction, assists employees with difficult and/or unusual assignments, and encourages innovation. Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.

Conducts hiring interviews and selects candidate(s) for job opening(s).

Resolves problems, mediates conflicts encountered during daily operations, determines appropriate solutions, and promotes teamwork. Encourages regular communication and informs staff of relevant business issues and their impact on the organization.

Develops the performance enhancement plan, documents performance, provides performance feedback, formally evaluates the work of the employee, and provides reward and recognition for proper and efficient performance. Develops and implements training and development plans and opportunities for subordinate staff.

Documents causes for disciplinary action, initiates letters of reprimand, and makes formal recommendations for disciplinary action. Responds to formal and informal employee grievances and prepares written responses.

By position, participates in planning and managing budget systems; prepares and presents budget recommendations to higher management; operates within budget parameters; adjusts work plans/activities as a result of budget changes.

By position, monitors contracts to ensure compliance with contract requirements. Verifies that contractors have met contract goals and provided required reports and documentation. Reviews and resolves differences in areas of non-compliance, and addresses other concerns as necessary.

By position, implements and monitors snow removal and winter maintenance operations.

By position, performs the duties of the positions supervised.

Performs other related duties as assigned.

Any one position may not include all of the duties listed.  
However, the allocation of positions will be determined by  
the amount of time spent in performing the essential duties  
listed above.

## MINIMUM QUALIFICATIONS

### ***Competencies, Knowledge, & Skills:***

**Building and Construction** - Knowledge of materials, methods, and appropriate tools to construct objects, structures, and buildings.

**Integrity/Honesty** - Displays a high standard of ethical conduct, understands the impact of violating these standards on an organization, self, and others, chooses an ethical course of action, and is trustworthy.

**Communication** - Expresses ideas and facts to individuals or groups effectively, succinctly and in an organized manner in writing and/or orally. Makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas.

**Problem-Solving** - Identifies and analyzes problems using sound reasoning to draw conclusions and finds alternative solutions to complex problems by distinguishing between relevant and irrelevant information to make logical judgments.

**Reading** - Understands and interprets written materials including technical information, rules, regulations, instructions, reports, charts, graphs, and/or tables and applies what is learned from written materials to specific situations.

**Leadership** - Inspires, motivates, and guides others toward goals, coaches, mentors, and challenges staff, adapts leadership styles to various situations, and models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values daily.

**Flexibility** - Is open to change and new information, adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles, and effectively deals with pressure and ambiguity.

**Supervising a Diverse Workforce** - Implements diversity policies for subordinate staff, supports opportunities to recruit, develop, and retain a diverse workforce, and promotes teamwork, acceptance, and productivity among diverse persons.

**Interpersonal Skills** – Considers and responds appropriately to the needs, feelings, and capabilities of others, and adjusts approaches to suit different people and situations.

**Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

**Self Management** - Sets well-defined and realistic personal goals, displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner, works with minimal supervision, is motivated to achieve, and demonstrates responsible behavior.

**Teamwork** - Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

**Decision Making** - Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

Knowledge of supervisory principles and practices sufficient to be able to perform the elements of supervision.

**Physical Demands** (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Standing: remaining on one's feet in an upright position.

Walking: moving about on foot.

Sitting: remaining in the normal seated position.

Balancing: maintaining body equilibrium to prevent falling over.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Feeling: perceiving attributes of objects by means of skin receptors.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Lifting: raising or lowering an object from one level to another.

Climbing: ascending or descending objects usually with hands/feet.

Kneeling: bending legs to come to rest on one or both knees.

Far Acuity: ability to see clearly at 20 feet or more.

Near Acuity: ability to see clearly at 20 inches or less.

Depth Perception: ability to judge distances and space relationships.

Field of Vision: ability to adjust vision to bring objects into focus.

Color Vision: ability to distinguish and identify different colors.

Accommodation: ability to adjust vision to bring objects into focus.

### **Working Environment:**

Extreme Cold: temperature cold enough to cause marked bodily discomfort.

Extreme Heat: temperature hot enough to cause marked bodily discomfort.

Temperature changes: variations in temperature from hot to cold.

Noise: sufficient noise to cause distraction or possible hearing loss.

Hazards: conditions where there is danger to life, body, and/or health.

Exposed to hazards from electro/mechanical/power equipment.

Handles emergency or crisis situations.

Subject to many interruptions.

Subject to injury from moving parts or equipment.

Handles absentee replacement on short notice.

### **Education Requirement:**

Associates Degree in Turf Management or other related field.

***Experience Requirement:***

Three years of experience in the operation, maintenance and repair of golf course grounds, facilities and equipment at the type and level of an Assistant Golf Course Superintendent. .

***Education/Experience Equivalency:***

Certified Golf Course Superintendent (CGCS) certification may be substituted for the minimum education requirement.

Additional appropriate education may be substituted for one year of the minimum experience requirement.

***Licensure and/or Certification:***

Completion of a Career Service Authority supervisory training courses prior to the completion of the probationary period.

Possession of a valid driver's license at the time of application. The driver's license must be maintained as a condition of continued employment,

Possession of a Qualified Supervisor Turf Pest Control License from the Colorado Department of Agriculture prior to the completion of the probationary period.

**CLASS DETAIL**

***FLSA CODE:*** Exempt  
***ESTABLISHED DATE:*** xx/xx/2012  
***ESTABLISHED BY:*** Meredith Creme  
***CLASS HISTORY*** This is a new class.