

CITY OF GRAND JUNCTION JOB ANALYSIS QUESTIONNAIRE

I. EMPLOYEE BACKGROUND: In this section you will provide information regarding your name, current job title, your immediate supervisor, etc. This will help us make sure we refer to the correct job throughout the study.

Is this a group questionnaire? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, please list all employee names.
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Division:

GOLF

Department:

P & R

For Individual Questionnaires Only:

Employee Name:

Stong
(Last)

Robert
(First)

E.
(Middle Initial)

Current Classification Title: Head Golf Professional

Division

Parks & Rec

Department

Golf

Total Length of Time with organization

8 Years 9 months

Total Length of Time in Current Position

1 Years 6 months

Assigned Hours/Week; from 8am t o 5pm

Assigned Days/Week 5

Email: robs@gjcity.org

Work Phone: 970-254-3830

Immediate Supervisor:

Immediate supervisor reports to:

Name:

Doug Jones

Name:

Rob Schoeber

Title:

Golf Superintendant

Title:

Parks & Rec Director

Work
Phone

970-254-3839

Work
Phone:

970-254-3881

E-mail:

dougj@gjcity.org

E-mail:

robsc@gjcity.org

II. POSITION INFORMATION

1. POSITION SUMMARY: This section asks for a short paragraph, one to three sentences, regarding the purpose of your position and/or your primary responsibilities. This summary helps us to quickly understand the essence of your job. Usually it is better to write this after you have completed the remainder of the questionnaire. Briefly describe what you consider to be the major purpose or objective of the job. Simply stated, what are you attempting to accomplish in your position?

Example: Computer Support Technician

Summary: To operate, maintain and repair computer equipment and to provide technical assistance to users.

In charge of all aspects of running two golf course operations(1-9 hole and 1-18 hole regulation courses). Duties include preparing and maintaining annual budgets, retail sales operations, 2 driving ranges, teaching, junior golf programs, golf cart fleet operations and maintenance. Oversee day to day operations of both courses, including Men's and Ladies clubs, tournaments and outings. Monitor the contracted food & beverage operation. Increase activity and rounds played at both facilities through programs and advertising.

2. SUPERVISION & ORGANIZATIONAL RELATIONSHIPS.

- a. The chart below asks for your specific supervisory responsibilities. If a duty statement applies to you, please check the box under the "Yes" column and then indicate the number of employees for which you are responsible to the right of the statement.

Yes	Duty	Number of Employees
<input type="checkbox"/>	I do not officially supervise other employees (sign performance reviews).	
<input checked="" type="checkbox"/>	I evaluate and sign performance reviews of other full-time employees.	3
<input checked="" type="checkbox"/>	I evaluate and sign performance reviews of part-time, temporary or contract employees.	2
<input checked="" type="checkbox"/>	I instruct other employees in methods or procedures needed to carry out their job (how to carry-out their assigned duties).	5
<input checked="" type="checkbox"/>	I make work assignments for others.	4
<input checked="" type="checkbox"/>	I make hiring and hiring pay recommendations.	18-25
<input checked="" type="checkbox"/>	I make hiring and hiring pay decisions.	18-25
<input checked="" type="checkbox"/>	I recommend termination for poor performance.	
<input checked="" type="checkbox"/>	I provide advice to peers that they must consider carefully before making a decision.	5
<input checked="" type="checkbox"/>	I provide information to supervisors/management that they use in making a decision.	1

- b. Complete the organization chart below. This chart will help us to understand your job in relation to others in your department. Please use titles and not names. Fill in the applicable position titles: (1) your coworkers, employees you work with and who also report directly to your supervisor; and, (2) your subordinates, any employees you supervise directly. List only those jobs over which you have full managerial/supervisory authority (i.e. complete and sign performance evaluation.) Do not list employees supervised by your subordinate supervisors.

YOUR COWORKERS' JOB TITLES

Head Course Superintendent
Assistant Parks & Rec Director
Parks Superintendent
Recreation Coordinator
Recreation Superintendent
Recreation Supervisor
Parks Maintenance Supervisor

YOUR DIRECT REPORTS' JOB TITLES

1 st Assistant Professional-LP
1 st Assistant Professional-TR
2 nd Assistant Professional-LP
2nd Assistant Professional-TR
Golf Facilities Bookkeeper

Please indicate the nature of the group supervised and the number supervised

☒ Full Time 3 ☒ Part-Time 2 ☐ Seasonal/Temp ☐ Volunteer ☐ Contract

c. Describe with whom, or with what departments/organizations, you have regular contact.

1. Inside your organization (other City Departments):

Title of Person or Department	How Often	For What Purpose
Ex: Peers, Subordinates		
Golf Course Maintenance	Daily	Coordinate maintenance and golfers needs or concerns.
Food & Beverage Contractor	Daily	Coordinate calendars and needs for daily and annual operations
Parks & Rec Office	2-3 times per week	Accounts Payable, Human Resources needs and updating the Director.
Human Resources	2-3 times per month	Hiring employees or their needs.
Finance/Accounts Payable	2-3 times per month	Budget and invoices
Facilities Maintenance	As needed	Building Repairs and maintenance.

2. Outside your organization:

Title of Person or Organization	How Often	For What Purpose
Ex: Vendors, Gen. Public		
20-30 resale vendors	2-5 daily	Ordering resale merchandise, repairs or technical support
20-25 Tournament Organizers	2-3 times per week April-September	Coordinating needs of each tournament.(# in field, rules, format and course needs).
Men' Clubs/Ladies Clubs	2-3 times per week April-September	Coordinate needs for weekly competitions.
General Public	Daily	Customer service and course monitoring.
Advertisers	Once per week	Decisions on best advertising within budget

3. ESSENTIAL DUTIES.

The list of essential duties helps us to understand those duties which are the primary reasons why your position exists. For clarification, please refer to the examples provided below.

Essential Duties: Those duties that make up at least 5% of your time. Please provide enough detail so that someone who may not be familiar with your job will have a clear understanding of what it is that you do. For example, do not simply state "prepares reports", but state "prepares reports such as status reports, staff reports", or other type of report(s) you may prepare. Also, please use action verbs such as prepares, calculates, operates, etc., to start off each statement. Do not use acronyms in your description. Examples are shown below. Use additional sheets if needed.

Decisions Required: List the decisions you make to carry out the essential duties.

Frequency: Indicate how often you perform each duty - D = daily, W = weekly, M = monthly, Q = quarterly, A = annually, or O = occasionally.

Percent of Time: Indicate how much of your time you spend on each task. The total of these percentages should not be more than 100%. Example: Sally conducts property value estimates 20% of the time, it may mean she spends one day out of five on that task, or that she spends around two hours each day. These need only be estimates so do not spend a great deal of time trying to come up with an exact percentage. The percentages of all duties should equal 100% over a one year period of time.

Attach additional sheets if necessary.

E X A M P L E (LIST ACTUAL ESSENTIAL DUTIES BELOW EXAMPLE)

Essential Duties	Decisions Required	Frequency	% of Time
EXAMPLES:			
<i>Prepares monthly newsletters by gathering information, writing copy, editing, preparing for publication and overseeing distribution.</i>	<i>Articles to include, editorial changes, graphics, layouts</i>	<i>M</i>	<i>25%</i>
<i>Performs inventory spot checks and monthly counts of supplies in warehouse.</i>	<i>When to check supplies</i>	<i>M</i>	<i>10%</i>

	List of Essential Duties	Decisions Required	Frequency: D = Daily W = Weekly M = Monthly Q = Quarterly A = Annually O = Occasionally	% of Time Spent (Not to exceed 100%)
1	Prepares and monitors 4 budgets	Staffing, Accounts payable/expenditures, Advertising	Weekly	10%
2	Provides Customer Service	Customer's needs and/or wants. Deals with problems and concerns of customers.	Daily	50%
3	Teaching Lessons/Club fitting/Playing with patrons	Swing analyze, Club loft, lie and shaft analyze	Weekly	5%
4	Organizes programs/competitions	Dates, times, staffing needs, customer needs and course maintenance needs	Weekly	10%
5	Orders/stocks/inventory control for resale merchandise	Types, sizes, quantity, styles and trends of what the customers would buy. Inventorying, pricing and display of merchandise.	Daily	15%
6	Training/coordination with immediate staff	Changes daily depending on facility schedules and customer needs.	Daily	10%
7			Select	
8			Select	
9			Select	
10			Select	
11			Select	

12			Select	
13			Select	
14			Select	
15			Select	
16			Select	
17			Select	
18			Select	
19			Select	

4. REQUIRED KNOWLEDGE AND SKILLS.

This section helps us to understand the types of knowledge and skill you would need to perform your job at the entry level. Those items you list are those required and not what you might necessarily know or are able to do after being in the position for a number of years.

Knowledge: refers to the possession of concepts and information gained through experience, training and/or education and can be measured through testing.

Skills: refers to the proficiency which can be demonstrated and are typically manual in nature and/or can be measured through testing.

The knowledge and skills that you list in the following section must refer to the Essential Duties you listed in Section 3.

Duty #	Knowledge - Skills
1	Budget/accounting, business and personnel management-Ability to prepare and monitor annual budgets for golf course operations. Ability to monitor trends in the golf industry to forecast and predict changes. Skilled in personel management and customer service oriented.
2	Customer service, retail sales and knowledge of the game of golf-Ability to offer exceptional customer service skills, can deal with difficult situations and can inform customers on golf equipment and merchandise.
3	Knowledge and ability to play the game of golf proficiently. PGA of America training or equivalent-Understanding of golf swing principles, ball flight laws and course management. Strong communication skills are a must, both oral and written.
4	Knowledge of conduction of golf outings and competitions. Knowledge of the rules of golf-Possesses strong organizational skills. Strong skills in communication, the rules of golf and formats of golf competitions.
5	Knowledge in all aspects of retail sales operations in a golf pro shop. Knowledgable in merchandise and equipment available to golfers-Remains current with industry trends in merchandise and equipment. Skilled in inventory control, pricing and the display of merchandise for resale.
6	Business and personel management. Strong communicator and knowledge of the game of golf-interpersonel skills and communication along with being skilled in adapting quickly to changes in both customer needs and environmental changes.

III. EDUCATION, EXPERIENCE, AND EQUIPMENT

1. EDUCATION: What level of education do you have and what minimum level of education do you believe is needed to satisfactorily perform your job at entry level? Check the level that applies to your job:

You Have **You Need**

- | | | |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Less than High School Diploma or equivalent (G.E.D.) (ability to read, write, and follow directions) |
| <input type="checkbox"/> | <input type="checkbox"/> | High School Diploma or equivalent (G.E.D.) |
| <input type="checkbox"/> | <input type="checkbox"/> | Up to one year of specialized or technical training beyond high school |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Associate degree (A.S., A.A.) or two-year technical certificate |
| <input type="checkbox"/> | <input type="checkbox"/> | Bachelor's degree |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Other (explain):
PGA of America apprentice training or equivalent |

2. EXPERIENCE: What kinds of experience do you have, and what minimum kinds of experience are needed to enter your job at entry level?

Type of Experience

<u>You Have</u>	<u>Your Time</u>	<u>You Need</u>	<u>Minimum Time Required</u>
PGA of America Member	13 years	PGA membership	3 years
Dept. of Army Golf Operations	8 years	Working under a Professional at a golf facility.	4-5 years
Golf Resort Operations	6 years		years

a. What field (s) should training or degree be in?

Golf Course Operations, Business Management, Customer service/Retail sales.

3. SPECIAL REQUIREMENTS: List any registrations, certifications or licenses that are **required** for you to hold your position. Be specific and do not abbreviate words or use acronyms.

Member in good standing of The Professional Golfer's Association of America.

4. MACHINES, TOOLS AND EQUIPMENT. List any machines, tools or equipment used in your work and indicate the frequency and time spent using each. The machines, tools and equipment must refer to the Essential Duties you listed in Section 3.

Duty #	Machines, Tools, Equipment	Frequency/Time
1	Computers- All Programs	Daily/2-4 hours
2	Computers-Point of sale systems	Daily/3-6 hours
3	Golf club fitting systems	Weekly/1-2 hours
4	Computers-Tournament Pairing Programs	Weekly/1-3 hours
5	Computers-Point of Sale systems	Daily/3-6 hours

5. DECISION-MAKING & JUDGMENTS.

a. Describe three types of important decisions and judgments you make regularly and independently in the performance of your duties.

1. Dealing with difficult customers-Customers breaking the rules of the facility, unhappy with the rules, damaging equipment or the courses and/or just unhappy with the rates.

2. Scheduling tournaments and outings-Balancing the schedule to allow tournaments and outings, while keeping the facilities open to public golfers at a maximum.

3. Dealing with private property owners bordering the courses-Public golfers, sometimes, don't know the rules and etiquette for the game of golf, so complaints from neighboring property owners will get golf ball damage, carts driving in their yards or golfers playing their ball from an "Out of Bounds" position in their yards. The homeowners also think the course is available to them to walk their dogs, recreate or practice after hours.

IV: AMERICANS WITH DISABILITIES ACT REQUIREMENTS

1. PHYSICAL ACTIVITIES/REQUIREMENTS.

This section helps us understand the physical activities and requirements that are absolutely necessary for you to be able to do in order to perform your job. Please list the frequency and the importance of each of the physical requirements listed in this section. These physical activities/requirements will help in ensuring the City of Grand Junction remains in compliance with the Americans with Disabilities Act.

The City of Grand Junction is required to document any physical requirements in order to legally defend restrictions that are imposed. The definitions for the physical activities/requirements are taken directly from the guidelines established by the federal government. Your answers in this section will not affect how your job is classified.

Frequency

Importance

How frequently is the activity performed?

How important is the activity in accomplishing the job's purpose?

0 – Never

0 – Not Important

1 – Annually

1 – Somewhat Important

2 – Quarterly (at least 3 per year)

2 – Very Important

3 – Monthly (at least 8 per year)

3 – Extremely Important

4 – Weekly (at least 3 per month)

5 – Daily (at least 3 per week)

Physical Activity	Frequency	Importance	Duties
Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles and the like, using feet and legs and/or hands and arms. Body agility is emphasized. This factor is important if the amount and kind of climbing required exceeds that required for ordinary locomotion.	1--Annually	0--Not Important	Minor Building Maint.
Balancing: Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces. This factor is important if the amount and kind of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.	5--Daily	2--Very Important	Teaching and daily operations
Stooping: Bending body downward and forward by bending spine at the waist. This factor is important if it occurs to a considerable degree and requires full use of the lower extremities and back muscles.	5--Daily	2--Very Important	rece, stocking and displaying merchandise
Kneeling: Bending legs at knee to come to a rest on knee or knees.	3--Monthly	1--Somewhat Important	Club fitting, teaching and merchandise
Crouching: Bending the body downward and forward by bending leg and spine.	3--Monthly	1--Somewhat Important	Teaching, fitting and merchandise
Crawling: Moving about on hands and knees or hands and feet.	0--Never	0--Not Important	
Reaching: Extending hand(s) and arm(s) in any direction.	5--Daily	2--Very Important	Golf swing, merchandising
Standing: Particularly for sustained periods of time.	5--Daily	3--Extremely Important	Customer service/

			counter time
Walking: Moving about on foot to accomplish tasks, particularly for long distances.	5--Daily	3--Extremely Important	Basically on your feet all day
Pushing: Using upper extremities to press against something with steady force in order to thrust forward, downward or outward.	0--Never	0--Not Important	
Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.	0--Never	0--Not Important	
Fingering: Picking, pinching, typing or otherwise working, primarily with fingers rather than with the whole hand or arm as in handling.	5--Daily	3--Extremely Important	Computers
Grasping: Applying pressure to an object with the fingers or palm.	5--Daily	3--Extremely Important	Gripping a golf club
Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position. This factor is important if it occurs to be a considerable degree and requires the substantial use of the upper extremities and back muscles.	5--Daily	3--Extremely Important	resale merchandise
Feeling: Perceiving attributes of objects, such as size, shape, temperature or texture by touching the skin, particularly that of fingertips.	5--Daily	1--Somewhat Important	resale merchandise
Talking: Expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.	5--Daily	3--Extremely Important	Customer Service
Hearing: Perceiving the nature of sounds with no less than a 4db loss @ 500 Hz, 1,000 Hz and 2,000 Hz with or without correction. Ability to receive detailed information through oral communication, and to make fine discriminations in sound, such as when making fine adjustments on machined parts.	5--Daily	3--Extremely Important	Customer Service
Seeing: The ability to perceive the nature of objects by the eye. Seeing is important for hazardous jobs where defective seeing would result in injury and also jobs where special and minute accuracy, inspecting and sorting exist. A high degree of visual efficiency, placing intense and continuous demands on the eyes by moving machinery and other objects are also considered important. Other important factors of seeing are acuity (near and far), depth perception (three dimensional vision), accommodation (adjustment of lens of eye to bring an object into sharp focus), field of vision (area that can be seen up and down or to the right or left while eyes are fixed on a given point) and color vision (ability to identify and distinguish colors).	5--Daily	3--Extremely Important	All aspects of the business
Repetitive Motions: Substantial repetitive movements (motions) of the wrists, hands, and/or fingers.	5--Daily	3--Extremely Important	Computer or playing
Sedentary Work: Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry,	0--Never	0--Not Important	

push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.			
Light Work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for Sedentary Work and the worker sits most of the time, the job is rated for Light Work.	5--Daily	3--Extremely Important	Daily duties as required
Medium Work: Exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.	0--Never	0--Not Important	
Heavy Work: Exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects.	0--Never	0--Not Important	
Very Heavy Work: Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.	0--Never	0--Not Important	

2. WORKING CONDITIONS.

The working conditions section helps us to understand the physical environment you are subjected to while performing your job duties. This section does not apply to conditions like an old office building but only those factors that have to do with the job itself. In this section, please place an X by the condition that applies and one under the frequency that is most appropriate. The condition should be unique to your job and not generally applicable to all employees with the organization. **Please note, there is a choice for "Does Not Apply," if most of your work is in an office setting.**

☒ **Does Not Apply**

Condition	Less than 25% of the time	25-50% of the time	More than 50% of the time
Hazardous physical conditions (mechanical parts, electrical currents, vibration, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Atmospheric Conditions (fumes, odors, dusts, gases, poor ventilation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous materials (chemicals, blood and other body fluids, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extreme temperatures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work space restricts movement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intense noise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental (disruptive people, imminent danger, threatening environment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V: EMPLOYEE, SUPERVISOR, AND DEPARTMENT HEAD SIGNATURES

ADDITIONAL COMMENTS

Are there any additional comments you would like to make to be sure you have described your job adequately? (Use additional sheets if necessary).

EMPLOYEE CERTIFICATION

I certify that the above statements and responses are accurate and complete to the best of my knowledge.

Signed:  Date: 1-8-09

TO BE COMPLETED BY THE IMMEDIATE SUPERVISOR AND DEPT. HEAD

This section is to be used by the Supervisor to note any additional comments, additional duties or disagreements with any section of the questionnaire. The Supervisor should not change anything written by the individual filling out the questionnaire nor should they address any performance issues. Please remember that this questionnaire is intended solely for the purpose of accurately describing the job in question. Supervisors, please review the entire JAQ for completeness and accuracy. If there are sections that are not complete or are incorrect, please fill in the blanks when you review the questionnaire with the incumbent. If you disagree with any information provided or believe some information is missing, indicate below the question number and your comments. **Please note the form should have all three signatures to ensure all have read the questionnaire.**

Question No.	Comments

Please check the appropriate statement:

- ☐ I agree with the incumbents' position questionnaire as written.
- ☐ The above modifications have been discussed with the incumbent, and the incumbent agrees with these modifications.
- ☐ The above modifications have been discussed with the incumbent, and the incumbent disagrees with these modifications.

I have noted the modifications made by my supervisor in the Comments Section above.

Employee Signature: _____ Date: _____

Supervisor
Signature: _____ Date: 11/6/09

Department Head
Signature: *Rob Schaefer* Date: 11/6/09

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE. AFTER YOU OR YOUR GROUP HAS COMPLETED YOUR PORTION OF THE QUESTIONNAIRE, PLEASE SUBMIT THE QUESTIONNAIRE TO YOUR SUPERVISOR FOR REVIEW, SIGNATURE, AND COMMENT. YOUR SUPERVISOR WILL SUBMIT THE COMPLETED QUESTIONNAIRE TO YOUR DEPARTMENT HEAD.

