

Grounds Management Framework

SKILLS AND KNOWLEDGE MATRIX



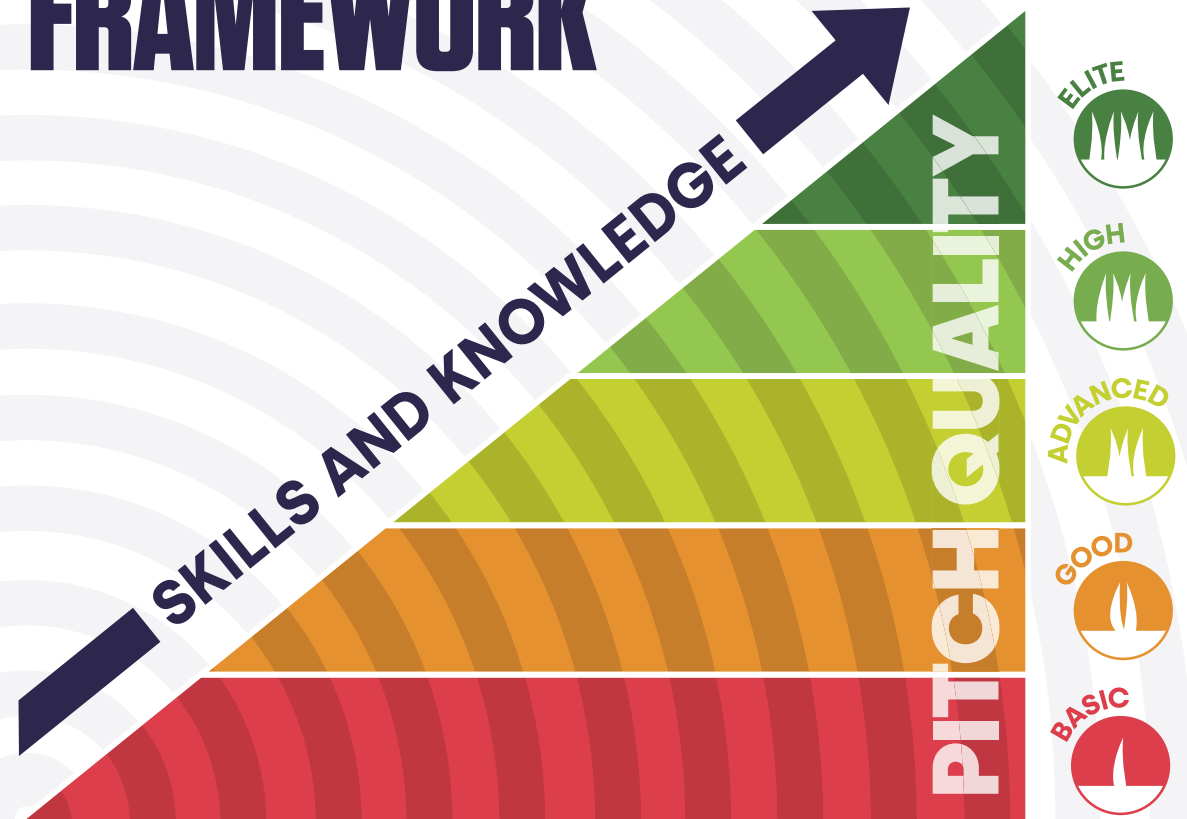
GROUND
MANAGEMENT
ASSOCIATION








USER GUIDANCE

1	The aim of Grounds Management Framework is for every natural turf sport surface to be maintained to achieve the best possible playing surface.
2	The Grounds Management Framework is a national framework for natural turf sport surfaces, so that those responsible for playing surfaces are aware of the pitch characteristics, resources, skills and knowledge required.
3	The grounds manager skills and knowledge matrix is part of the Grounds Management Framework.
4	The matrix outlines the skills and knowledge required to maintain a playing surface to each to each GMF level.
5	An executive summary of the matrix is included below and the full matrix is on the tab named 'Skills and Knowledge Matrix'.
6	To use the matrix it is important to understand what is the desired GMF level you are looking to achieve for your playing surface(s). Please use the table below to assist in identifying the right level.
7	Use the matrix to identify what skills and knowledge are required and assess your own capabilities against these to identify any areas of development.
8	NB The matrix builds on the skills already acquired on the levels below it. Therefore if you are responsible for an 'Advanced' level pitch, you should have acquired all the skills and knowledge listed under 'Basic', 'Good' and 'Advanced'.
9	These skills and knowledge could have been acquired from formal training or experience.

GROUND MANAGEMENT FRAMEWORK



	 BASIC	 GOOD	 ADVANCED	 HIGH	 ELITE
SUMMARY OF PGF LEVELS	A pitch/surface that is safe for recreational sport and meets the minimum playing needs and expectations of community players nationwide.	A pitch/surface that is good quality and safe for recreational sport. It meets the playing needs and expectations of community players nationwide.	A pitch/surface that is high quality and meets the needs of top-level recreational sport. It meets the playing needs and expectations of both community and semi-professional players nationwide.	The pitch is of a very high quality that meets the needs of professional and semi-professional sport in the UK. It meets the playing needs and expectations of professional and semi-professional athletes nationwide.	A pitch/surface that is outstanding quality and meets the standards of play for elite sport in the UK. It meets the playing needs and expectations of professional athletes, both nationwide and globally.
FOOTBALL PITCH APPROPRIATE FOR	<ul style="list-style-type: none"> • Grassroots • Women's Regional Leagues 	<ul style="list-style-type: none"> • Step 7 and below • Women's Regional Leagues 	<ul style="list-style-type: none"> • Step 3 to 6 • Women's Super League, Championship and National League 	<ul style="list-style-type: none"> • National League • Women's Super League and Championship 	<ul style="list-style-type: none"> • International, Premier League and Championship • Women's Super League and International

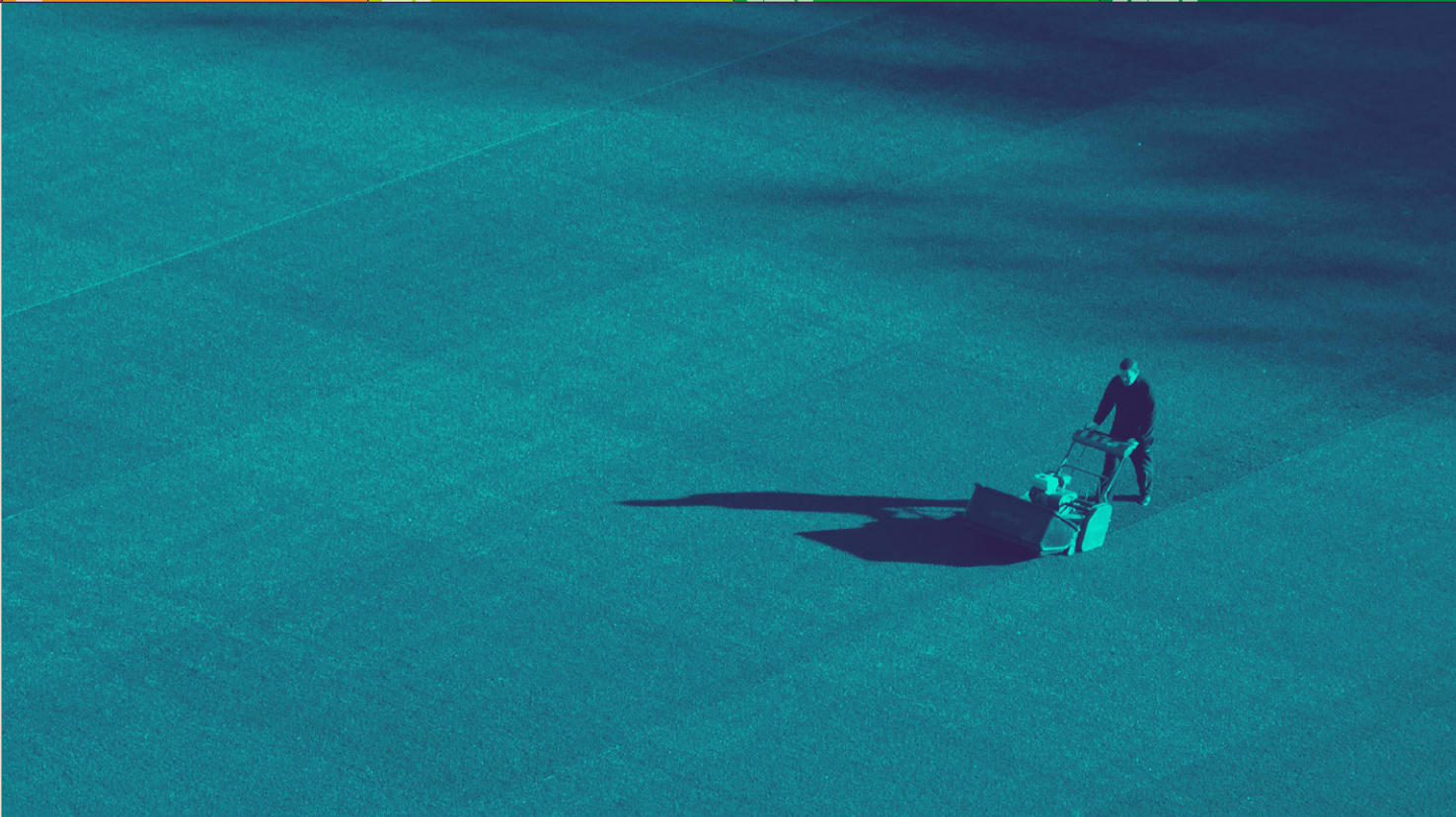
OVERVIEW	 BASIC	 GOOD	 ADVANCED	 HIGH	 ELITE
Personal	Individuals understand the role and career pathway of a grounds manager/operative in preparing a safe pitch for play. Awareness of different sources of support and development opportunities.	Individuals are capable and familiar with basic management skills and able to supervise others on a one to one basis.	Individuals are able to competently supervise a small team and undertake key management functions.	Individuals are able to competently lead and manage a large team and effectively undertake all management functions.	Individuals provide senior management to a department providing leadership in all areas of ground management.
Operations	Individuals are able to safely prepare a pitch for play including safe use of machinery, marking out a pitch and basic maintenance operations.	Individuals understand the annual maintenance requirements of pitches and are competent undertaking and using a wide range of maintenance operations and machinery.	Individuals can demonstrate a higher level of skills including specialist training and certification.	Detailed knowledge and understanding of the operations available across the industry.	Awareness and understanding of innovations and changes to operations across the industry.
Management	Individuals are able to demonstrate safe working practices and undertake a basic visual assessment of the pitches.	Individuals are competent in basic ground management techniques, undertaking a basic PQS assessment and have a good understanding of the Health and Safety Legislation.	Individuals are able to produce and implement a full turf management programme, detailed knowledge of PQS, understand how to use contractors effectively and able to oversee health and safety management of the ground.	Individuals have a high level understanding of sports turf agronomy, contract management, pitch construction and health and safety management.	Individuals have advanced knowledge and understanding of sports turf agronomy, pitch construction, implementation of a health and safety culture and innovations across the industry.

SUBJECT	BASIC	GOOD	ADVANCED	HIGH	ELITE
Personal Skills	<p>Understand the objectives of a groundsperson in preparing a safe pitch.</p> <p>Understand the role of a groundsperson in ensuring matches are played and player satisfaction.</p> <p>Know the pathway for self-development within cricket/football/rugby groundsmanship.</p> <p>Know how to access different sources of face to face and on-line support.</p> <p>The ability to work in a team.</p> <p>The ability to work alone.</p> <p>Awareness of Continuous Professional Development (CPD) opportunities and keeping knowledge up to date.</p>	<p>Simple budgeting.</p> <p>Decision making.</p> <p>Capable of basic supervision when working with more junior and/or less experienced work colleagues.</p> <p>Basic IT skills (email, Excel and Word).</p> <p>Communicating with players, officials and management (inside and outside club).</p> <p>The ability to plan and prioritise work.</p>	<p>Budgeting and forecasting.</p> <p>Presentation skills.</p> <p>Dealing with complaints.</p> <p>Report writing.</p> <p>Problem solving.</p> <p>Supervisory skills.</p> <p>Train staff to a basic level.</p> <p>To understand how to create a work programme and resource profile.</p> <p>Understand how to plan staffing levels, holiday rotas and work schedules.</p> <p>Be able to carry out recruitment and selection of staff.</p> <p>An awareness of sources of income/funding and writing bids.</p>	<p>Capable of working in a junior management, or technical role.</p> <p>Budget control.</p> <p>Advanced staff management.</p> <p>Developing working procedures and protocols.</p> <p>Creating and managing business plans.</p> <p>Provide guidance and support to others.</p> <p>Project management.</p> <p>Work analysis and evaluation.</p> <p>Leadership.</p> <p>Managing a team.</p> <p>Contractor management.</p>	<p>Fulfil a senior management role.</p> <p>Interaction with board members.</p> <p>Advanced communication skills.</p> <p>Involves high level of work expertise and competence in managing and training others.</p> <p>Programme and portfolio management.</p> <p>Negotiating Skills.</p> <p>Ability to respond to complex situations and work demands.</p> <p>Project planning and pricing.</p>



OPERATIONS	BASIC	GOOD	ADVANCED	HIGH	ELITE
<p>Machinery and materials</p>	<p>Know the types of machinery and tools used in pitch preparation and the tasks they can perform.</p> <p>Know how to use tools and set basic machinery to achieve a desired outcome.</p> <p>Be able to carry out pre-start checks on machinery and understand annual machinery maintenance requirements.</p> <p>Know how to use equipment and machinery safely.</p> <p>Know the main types of materials used to prepare a safe and playable pitch.</p> <p>Understand the risks of using wrong materials.</p> <p>Know how and when to apply materials to a pitch.</p> <p>Know how to safely store materials in line with legislation and best practice guidance.</p> <p>Understand the importance of ongoing pitch repair.</p> <p>Be able to carry out basic pitch repair work.</p> <p>Be able to produce a seed bed.</p> <p>Be able to returf an area.</p>	<p>Understanding the "why and when" when using turf maintenance equipment.</p> <p>Basic understanding of fertilisers and nutrients used within turf culture.</p> <p>Ability to work independently when using hand tools and turf machinery.</p> <p>To correctly set up and safely use the common machinery and tools used in pitch maintenance.</p> <p>Understanding and awareness of importance of machinery replacement and upgrade plan.</p> <p>An understanding of the annual specific sport surface requirements.</p> <p>To provide an understanding of the range of maintenance activities in maintaining natural turfgrass surfaces.</p> <p>Know the different annual maintenance activities: pre-season; in-season; and end of season activities.</p> <p>Understand the importance of operations for end of season repairs and renovation.</p> <p>Understanding and annual methods to competently and safely undertake aeration and decompaction.</p> <p>Understanding annual methods and timings to competently and safely undertake weed control and fertilisation.</p>	<p>Capable of carrying out a wide range of duties that are more detailed and complex using all types of tools and mechanical equipment used in sports turf management.</p> <p>Be capable of setting up turf maintenance equipment for others to use.</p> <p>Demonstrate a higher level of skills including specialist training/certification.</p>	<p>Detailed knowledge and understanding of all machinery and materials available across the industry.</p> <p>Detailed knowledge and understanding of all turfcare operations.</p>	<p>Awareness of innovations and changes to materials and machinery across the industry.</p> <p>Awareness of changes to best practice operations and innovations across the industry.</p>



OPERATIONS	BASIC	GOOD	ADVANCED	HIGH	ELITE
<p>Pitch preparation</p>	<p>Be able to prepare a pitch ready for a match including the match day preparation tasks.</p> <p>Keep up to date with changes to playing pitch requirements and goal post safety guidance.</p> <p>To safely erect and maintain specific sport equipment, such as goalposts, in accordance with regulations and best practice guidance.</p> <p>To mark out a pitch in accordance with laws of the game.</p> <p>To set out straight lines and right angles for pitch marking.</p> <p>To set out curves for pitches (e.g. football centre circle, corners, etc.)</p> <p>Keep up to date with changes to playing pitch requirements and goal post safety guidance.</p>				

MANAGEMENT	BASIC	GOOD	ADVANCED	HIGH	ELITE
Grounds Management	<p>Awareness of basic turf management practices/ standards that produce a safe and good quality surface.</p>	<p>To be able to create a maintenance calendar for a specific sports surface - under supervision.</p> <p>To be able to competently identify basic soils by hand texturing (sandy, silty, clayey).</p> <p>To be able to competently identify threats to the turf health.</p> <p>Understand the term Carrying Capacity.</p> <p>Understand how to create a maintenance calendar for a sports surface - under supervision.</p> <p>Understand how different soil types can influence play and maintenance activities.</p> <p>Understand the need for effective drainage/irrigation.</p>	<p>Produce a work programme for a sports surface.</p> <p>Devise and implement a basic turf management programme such as irrigation schedules, fertiliser and pest and disease control programmes.</p> <p>Ability to choose appropriate grass seeds and cultivars for a given situation.</p> <p>Selection of Nutrient levels for optimum playing surfaces.</p> <p>Manage and rectify compaction issues.</p> <p>Understand the different types of drainage systems and the impact of drainage on pitch carrying capacity.</p> <p>Know how to adapt to waterlogged and drought situations.</p> <p>To understand about the different types, uses and maintenance of non-turf surfaces, such as hybrid pitches, 3G, sand dressed, etc.</p> <p>Be aware of environmental issues such as managing wildlife areas, recycling, waste minimisation, sustainable management.</p> <p>To understand how to identify and control common turfgrasses, weeds, pests and diseases.</p> <p>To understand the need and purpose of responsible management of water resources.</p>	<p>High level understanding of sports turf agronomy.</p> <p>Produce a Proactive Pest Management - Integrated Pest Management (IPM) programme.</p> <p>Understanding and ability to sustainably manage turfgrass surfaces.</p> <p>Good understanding of soil science.</p> <p>Show detailed and specialist knowledge level, of sports turf management.</p> <p>Understanding of purpose and benefits of waste minimisation.</p>	<p>Have advanced up to date practical, theoretical and technological knowledge and understanding of sports turf management.</p> <p>To understand the extent of green space and how it can be managed effectively.</p> <p>Understanding of warm season grass management.</p> <p>To understand the management of different non-turf surfaces.</p> <p>To explore and understand how current and future developments and innovations can impact on the turf care industry.</p>

MANAGEMENT	BASIC	GOOD	ADVANCED	HIGH	ELITE
Assessment	<p>To undertake a basic visual assessment of a pitch.</p> <p>Have a basic awareness of PQS.</p> <p>Be able to complete a pitch assessment on PitchPower.</p>	<p>Understand the purpose and benefits of PQS standards.</p> <p>Understand the playing qualities of surfaces.</p> <p>To be able to carry out basic PQS testing of a surface.</p> <p>To be able to assess the findings of basic PQS testing of a surface under supervision.</p>	<p>Detailed knowledge of PQS.</p> <p>Able to interpret findings of a PQS assessment.</p> <p>Complete basic pro-formas and write basic reports including PQS assessments under supervision.</p>	<p>Evaluate and understand a full PQS result and implement turfcare practices/processes to produce optimum results.</p>	<p>Can adapt and use appropriate practical skills to address more, complex problems. Carry out basic and evaluate actions, methods and results.</p> <p>To understand how to make effective turf management decisions based on environmental conditions.</p>
Construction			<p>To understand a range of construction techniques.</p> <p>Understanding of the role of Agronomists in construction works.</p>	<p>Have basic design skills and competence for small scale works only.</p>	<p>Able to produce a design brief for the construction of Non turf, natural and hybrid turfgrass surfaces.</p>
Outsourcing/contractors	<p>Be able to answer basic non-technical and on-site queries.</p> <p>Be aware of the roll of external contractors and consultants.</p>	<p>Be able to comment and advise senior managers on contractor competence.</p> <p>Be able to recognise basic problems that may occur when using contractors such as Health and Safety and poor practice.</p>	<p>Basic project management of contractors.</p> <p>Ability to select and manage external contractors and consultants.</p> <p>Awareness of contracts /preliminaries and specifications.</p>	<p>Ability to project manage a project from concept to completion.</p> <p>Managing procurement of equipment and services.</p> <p>Ability to understand contract specifications for regular maintenance work such as end of season renovation, spraying, basic drainage/irrigation.</p> <p>Capable of assisting external specialist designers.</p>	<p>Reporting and presenting findings to senior management.</p> <p>Capable of directing, advising, and assisting external specialist designers and consultants.</p> <p>Understanding of and competence to undertake effective contract management.</p>

MANAGEMENT	BASIC	GOOD	ADVANCED	HIGH	ELITE
Health and Safety	<p>Be able to carry out a basic site risk assessment and determine mitigating actions to create a safe working environment.</p> <p>Be able to demonstrate safe working practices.</p> <p>Understand the risks associated with the use of machinery.</p> <p>Know where to find information on personal protective equipment.</p> <p>Understand the need for safe storage and disposal of materials.</p>	<p>An awareness of Health and Safety legislation.</p> <p>To understand health and safety regulations and terminology.</p> <p>Have sufficient knowledge of current legislation applicable to the industry and apply where necessary.</p>	<p>Detailed understanding of the health and safety legislation and regulations.</p> <p>Safe application of pesticides.</p>	<p>Oversee health and safety management.</p>	<p>To understand the principles and applications of managing risk, write H&S policy and the benefits of a positive health and safety culture.</p>

