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University of Massachusetts Annual Turf Conference
March 3, 4, 5, 1976 — Chicopee, Massachusetts

"After the Job Interview"

Part I

by Angelo Cammarota,
Certified Golf Course Superintendent
Hobbitts Glen Golf Course, Columbia, Maryland

My sincere thanks to you, Mr. Chairman. I feel it is a privilege and a pleasure to be invited to speak to this fine group. It's an odd coincidence, that this is the 50th Anniversary of the G.C.S.A.A., the Club Managers Association and the Stockbridge School of Turf Management. Professor Lawrence Dickerson had the foresight to see the need of supplying qualified turf man for our industry and in having them available early in the spring, at a time that serves us best. This is not true of all schools in the Mid-Atlantic area. This probably accounts for the more than seven fine superintendents, having graduated from the Stockbridge School of Turf, who are gainfully employed in our Mid-Atlantic area. This I consider a tribute to Dr. Joseph Troll and his turf program, since we do have many graduates from our own local colleges in Maryland, Delaware and Virginia.

I can vividly recall seeing articles about Stockbridge School in the Greenskeeper's Reporter, the superintendent's magazine in the Thirties. My desire to attend your Winter Short Course was deterred by the depression years and the economy of selecting New Jersey State College, which was only 55 miles from my home.

Your Program Committee initially suggested that my topic be "Planning for the Job Interview". This subject is adequately covered in many available booklets. An excellent publication is available from the G.C.S.A.A. to all members. A new student membership is in affect at a reduced membership fee. You may write for details to 1617 St. Andrews Dr., Lawrence, Kansas 66044.

Although my topic is "After the Job Interview", I would like to first spend a few minutes on "preparing for the interview" and outline a few points that would be helpful to you, including some of those that are listed in the G.C.S.A.A. booklet, "How to Find a New Position":

1. Abide by the Code of Ethics of the G.C.S.A.A.
2. Submit a letter of application.
3. Prepare a resume. Be brief and factual. Make it neat, accurate, and relevant. Limit to one page. Items to include in resume are:
 - A. Personal Identification.
 - B. Job Objective.
 - C. Employment Record.
 - D. Education.
 - E. Personal Data.
 - F. References.

4. Preparing for interview.
 - A. Research on prospective position:
 - a. Why superintendent is leaving;
 - b. Consult with local superintendents about the position;
 - c. Consult with local G.C.S.A. secretary about the position.
 - B. Try to obtain information about the person conducting the interview.
 - C. Anticipate the questions that may be asked by him.
 - D. Have a list of questions you would want to ask:
 - a. Why previous superintendent left?
 - b. Labor available?
 - c. Amount of budget?
 - d. Size of crew?
 - e. Type of membership?
 - f. Financial status of club?
 - E. Take enough copies of your resume to leave with interviewer.
 - F. Prepare yourself psychologically. Maintain a positive mental attitude.
 - G. Expect to experience a little nervousness. It's normal.
5. During the interview.
 - A. Be punctual. Attain good posture. Relax.
 - B. Apply yourself. Maintain friendly and respectful attitude.
 - C. Use good listening techniques.
 - D. Let them do most of the talking.

- E. You may have to take the initiative:
 - a. Be self confident.
 - b. Display poise with a touch of humility.
 - c. Avoid over familiarity.
 - d. Be gracious. Pursue what is mutually rewarding.
- F. State your preference to be directly responsible to only one member of the Board of Directors.
- G. Request for a written Employment Agreement. Discuss in detail and have copies available.
- H. Discuss salary in latter part of interview. Remember fringe benefits and security. Uphold local wage scale.
- I. Make your exit as impressive as your entrance.
- J. Don'ts:
 - a. Don't interrupt.
 - b. Don't complain or disagree.
 - c. Avoid profanity, politics and religion.
 - d. Avoid criticism of club policies.
6. Appraising and evaluating your interview.
 - A. Your qualifications for the position.
 - B. Look at yourself objectively.
 - C. Were you well prepared in advance?
 - D. Did you appeal to employer's self interest?

(continued on page 6)

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E. Did you display positive mental attitude, desire, initiative, sincerity, interest, manner, poise, clarity, expression?

F. Did you express professional pride?

G. Did you leave a good impression?

7. Follow-up techniques.

A. Letter of thanks.

B. Telephone contact.

Remember that good preparation produces the best results.

Before we go into the subject of what are your responsibilities after you have secured a position, I would like to quote Waldo Emerson from his essay on self-reliance:

“No kernel of nourishing corn can come to him, except through his toil, on the plot of ground, which is given to him, to till.”

What can you expect to encounter in the first few months of your new employment as an assistant superintendent? You can expect to spend some time with the superintendent in the orientation phase of your position. This may be accomplished all in one day or a few hours for several days.

What will be your duties? What will be your area of responsibility? What records will you have to keep? What will the superintendent expect from you?

First of all, he expects loyalty, honesty and initiative. What is initiative? It is doing the task that you see needs to be done without being asked or reminded. Initiative means to be on the job a few minutes early and willing to stay a little after everyone else is gone. It means occasionally to spend some time with the superintendent to learn what his likes and dislikes are.

You are expected to cooperate fully with your superintendent. Respect his methods and desires. Always remain open-minded for suggestions. Ask your superintendent for his honest appraisal of your performance. Discuss with him any problems you may be experiencing. Respect the value of his experience in solving problems. Dismiss any thoughts of generation gaps. Be flexible. Combine the old and the new. His experience

with some of your techniques can always be compatible.

You should acquaint yourself with the budget limitations. You should help to enforce your superintendents directives in accordance with his established policies. Don't take advantage of the lenient or congenial superintendent. Don't abuse any special privileges usually given to the assistant superintendent.

Steamboat Village Country Club

May 26, 1976

Dear Craig,

Heard you were still editing the newsletter so I thought I would drop you a line to let you all know how we are getting along out here in the wild west. We had an early spring this year by comparison and were able to get on the golf course around the 25th of April. Tulips and daffodills are just now at their peak and we will be putting our annuals out about a month from now. We tried putting the petunias and the rest of the pretties out last year on the 22nd of June and on the 24th we had a killing frost that you wouldn't believe. So this year I'm not taking any chances at all on losing all my flowers to the elements.

I'm enclosing an article that was in a copy of the Purdue alum magazine a month or so ago — thought it was so good that you might use it for some filler along with my letter. The article was written by a student at Purdue and the thing that made me feel so good about it is the fact that so many people in the country seem to be going back to the flag waving patriotism that was popular several years ago. Anyway, I hope the guys out there enjoy it as much as I did.

The biggest thing that has happened here this year is the sale of the area. L.T.V. Aerospace is no longer the owner of the operation. It has been sold to a group of 7 private investors for an as yet undisclosed sum. But you can bet that a ski area, a seven story hotel, a plaza with 35 shops, a Robert Trent Jones 18 hole golf course, a tennis ranch and 1500 acres of residential and commercial land didn't come cheap. The sale will not affect our position at all and in fact it should make the job much easier in a lot of respects.

This weekend is Memorial Day and the start of a busy tourist season. The nice thing is that after Labor Day it is all over. We got through the winter with absolutely NO winter injury on the greens. We applied 3 applications of Calo-Clor before the snows hit and really had excellent results from it. We are getting places here and there that are showing some *Poa annua* and now that I need tri-calcium arsenate, you can't even find it on the black market. Oh well, some bad with the good I guess. Better wind this up. We are going to go fishing in the creek out behind the shop tonight after work — watch out trout. Hope all is well out there with everyone — best to all.

Denny

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