

# COMPENSATION

## A View From The Other Side

by: Melvin Weinstein

The issue of compensation for superintendents has surfaced big over the last 10 years. We see coming on the scene, a highly skilled individual with schooling, and solid golf course apprenticeship. These facts have made the superintendent's position one that is highly skilled and knowledgeable. Is management paying for this expertise?

We have superintendents caring for properties that would cost millions to replace. Their annual salary cost is minimal considering the cost of fatal mistakes and mismanagement of these properties.

Like everyone else, the superintendent must prove his worth. He must be able to give the club the finest course available for whatever budget management approves, then he must remain within this budget. This is critical, since poor financial management will sour the whole picture. Management must also be aware of what kind of course the budget will allow and not make "pie in the sky" promises. The superintendent must follow through on any commitment he makes. Don't tell management something is going to be done and then forget about it for several weeks. Results not promises gets the job done. Management must be made aware of why goals can not be met. Honesty is the best policy.

With budgets escalating, clubs expect more and more for their dollars. If the superintendent is producing, management will be happy. Whether they translate this happiness into salary is the issue. The superintendent however can not sit back and wait. He must make management aware of his desires so management will know where they both stand. Overpushiness or threats will get him nowhere. Controlled discussion and communication at the right time will produce results. If promises are broken or rewards not forth-coming, then it is time to look for greener pastures.

Superintendents are no different that other managers, with one big exception — that is, he performs his work for the most part under no direct supervision from his management. He might receive some general objectives from his owner or chairman, but the performance is totally his own. He must discipline himself to stay within his own goals, and he must see that these goals ultimately align with the goals of management. I've seen superintendents hanging around their offices day in and day out, having only a vague idea of what is going on out in the field. Self discipline is a very important factor in this profession, and most importantly, pay your dues as an apprentice.

**Summary:** Get the training. Don't take a job that you're not qualified to do. Do the job right. Tell management how you and they stand, then stand up for your right. Come in on budget at all costs. If management doesn't recognize your worth, then you both have a problem. ■

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