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INTERVIEWING EQUIPMENT TECHNICIANS

I've received quite a few requests from superintendents who were going to be interviewing new equipment managers and wanted to know what they should look for and how to tell if the person they are hiring is the right fit for their property. Here are some important interview questions for superintendents to understand what type of technician they're getting:

What are some career goals you'd like to reach in the next five years?

With this question, you're looking to find out if the person is goal oriented; typically, successful people set goals. While listening to the candidates' responses, see if any of the attributes they tell you correspond with what you're looking for in the position. For instance, if one of my goals were to achieve a certification, you would be able to recognize that I'm motivated and interested in learning more about my profession. If I said I wanted to make \$150,000 a year, you'd know that my drive would be towards making money.

What do you feel are the key components to running a successful operation?

This question reveals the individuals' expectations and gives you an idea about their management styles. If I said I feel the key components are cutting unit set-up, organization, and communication, you would know that I think setting up cutting units to give a good quality of cut is one of my driving factors and that I would expect people to be organized and be able to communicate with each other effectively.

What type of improvements do you see that you could make to our operation?

This is one of the tough questions because most of the time no one wants to hear someone else's opinion on what he or she isn't doing correctly. However, it's very important. You need to know if the person coming into the position has vision or not – if he or she can see past all the bad things and identify the possibilities. While it may be difficult to take criticism, keep in mind that the people

what the individual feels he or she is best at. Everyone will have weaknesses; it's the strengths you want to focus on. When you look at the players in college football making their transition to the NFL, many of them will not be playing the same positions they played in college. Some quarterbacks will become wide receivers and some wide receivers may become cornerbacks. It's because the

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you're interviewing are telling you what you need to do for the future to get your operation in prime shape. Take advantage of it and write down their observations. See if the same responses keep coming up.

What made you decide to get into the equipment management side of the business?

This is another important question. Here you will find out where this individual started his career and what choices steered him in his current direction. Maybe he plays golf (huge benefit) or maybe he was in the automotive industry and wanted a change – another plus because this tells you that his mechanical skills should be excellent. It's important to get a good understanding of the people you're interviewing so you can get a sense of what drives them and what holds them back.

What do you feel are your strengths?

This question will give you insight to

coaches want the best players on the field for that position to help build the best team. Coaches don't spend time working on what players can't do; they maximize the things they do well to help them be that much better. This question will help you identify the strengths so you will know the talents of your new hire.

There are many different personalities and thoughts when it comes to maintaining golf course equipment, and there is no one formula that's going to get you the best person.

However, if you take the time to really listen to the answers to these questions, they will tell you if the personality of your staff and the individual will work well together. They also will reveal what your applicant is really looking for in a position – just another job or a career. Hopefully these pointers will help you select the right applicant for your position and help raise the standards of your facility to where you feel they should be. **GCI**