

The Changing Role of the Assistant Superintendent

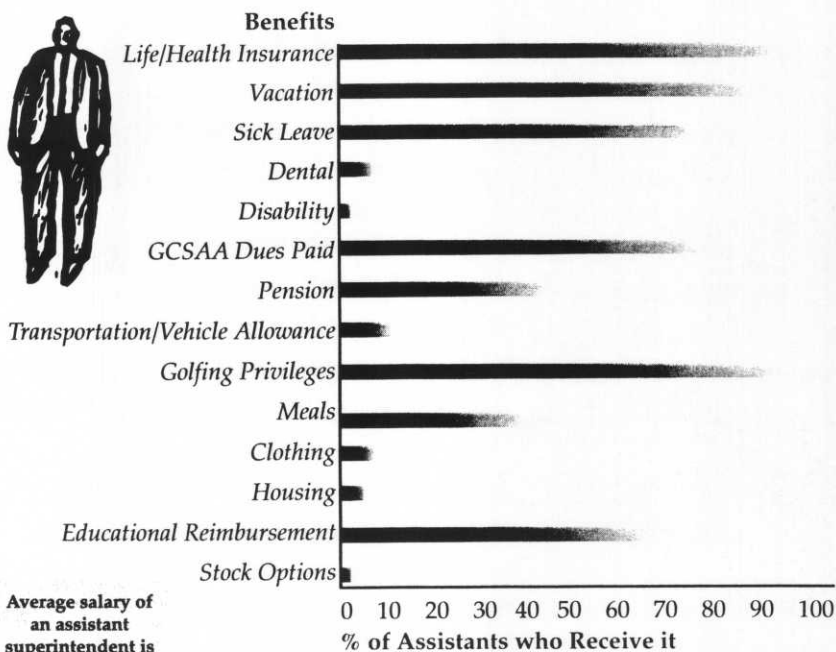
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As the superintendent's role at the golf course has expanded, the responsibilities of the assistant have also evolved. **Role:** The assistant is much more involved in the day-to-day operation of the golf course. Fifteen years ago, a golf course superintendent may have gotten by with just a foreman. **Changes:** The increasing responsibilities of the golf course superintendent in regulatory compliance, personnel and financial and business management keeps him or her in the office. Much of the golf course operation falls to the assistant, who acts as the eyes and ears of the superintendent, deals with sophisticated irrigation systems, and supervises and trains the crew. **Importance to the golf facility:** Without an assistant, the golf course becomes top-heavy in labor and the quality of the course conditions may suffer. **Responsibility of the golf facility:** Support the superintendent's programs for assistants, including:

- Approve budget allocations for continued education and training.
- Endorse participation in GCSAA and local chapter associations.
- Welcome attendance at management meetings and require participation at green committee meetings.
- Appreciate the opportunities provided to the assistant to play golf, which enhances an understanding of golf course maintenance practices from a golfer's perspective. Encourage the assistant to play with the ladies' and the men's groups and give on-the-course presentations about maintenance practices.
- Acknowledge the assistant's value to the golf course.

Typical Benefits Provided to Assistants

Superintendents indicate that they offer the following benefits to their assistants:



Sources: GCSAA's Employment Referral Service; 1995 Compensation and Benefits Report.

- Support the golf course industry by advocating advancement of the assistant to a head position when your

superintendent recommends it.

- Treat your assistant with respect.
- (Reprinted with permission from Leaderboard.)

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