

# What is Your Worth as a Superintendent?

When one thinks of one's Worth, one may think of assets like stocks, bonds, real estate, cars, houses, etc. Depending on which ones they are, they can reflect real value. However, the most important asset in my opinion is oneself. This asset can pay the greatest returns over time. It usually begins with an education in conjunction with goals. This is the beginning of developing wisdom. And that wisdom over time is transformed into value. And this value determines one's personal worth to an employer. So, how do you go about making sure that one's worth as a superintendent is fully recognized? This can be a difficult task, since most employers want the most value they can get out of their employee for the least amount of money. This may be a challenging situation at best. I think the hardest thing to do is negotiate your value after you have accepted a new job.

This is when one needs to become a salesperson. If you want to be valued appropriately, you need your employer to take full notice of what you bring to the table. Then, carefully construct your points in writing as it relates to your worth and what your value should be. Start with a job description of all your responsibilities as a superintendent and how important they are to the operation. Just remember, you manage 65-75% of

the assets on the course. Once you have done this, fact check your worth and against how you are being valued based on your experience, expertise, education, and the job you are doing. Don't compare your value to a peer superintendent; only compare your value to what you feel you are worth to your operation. However, this doesn't mean that there are not compensation comparisons out there. Focus on your value and not someone else's value. Remember, no two operations are the same. A word to the wise: If your value does not match up to what you feel it should be, do not complain about it verbally to your peers, subordinates, or others. Address your concern in writing to the powers that be. If you constantly complain verbally, this approach will go nowhere fast; it sounds more like a disgruntled employee that is unhappy and/or unprofessional in his or her job. Instead, document all the reasons you are such an asset to your operation and why you should be valued as such. Documentation sends a clear message about yourself and your value. Have you ever heard the saying, "Talk is cheap"? Well, when you are negotiating your value as a superintendent, don't forget the saying that "Talk is Cheap"! Put your thoughts in writing about your worth. No one knows your worth or value better than you do. This will get your point across with substance and validity.

So, when should one address one's value as a superintendent? There are several situations that warrant compensation reevaluation.

Let's start when one is promoted from within due to a job vacancy when a predecessor leaves. This is a great opportunity for the person being promoted since one's experience and expertise may be somewhat limited compared to one's predecessor, but it may also result in under compensation to save money in the budget. If this is the case, proving yourself over time is a prerequisite to building value. This probably means working for less until one's talents are recognized. Once this happens, it is time to make your boss aware of how much you have done for your operation and what you are worth. At this point, get out the pencil and paper and/or computer and start constructing your bullet points on why you should be valued accordingly. Think of yourself as a grow stock that keeps gaining value. If you don't sell your worth, no one else is.

Next, is being undervalued based on the job you are doing. All superintendents can't be valued the same. But in my opinion, superintendents that perform well should be valued at the highest level possible based on the type of course they oversee. If one doesn't think this is true, try playing on bad greens and listen to the golfers complain. Every golfer wants the best greens they can have, and the best greens resonate into superintendent value along with the rest of the course's features. It is totally unjust for a superintendent's value to go unnoticed. This value is the underlying foundation of any course. The superintendent is the one person that can bring character, personality, conditioning, and profit to the course.

To make sure your worth is valued correctly, don't be shy about presenting and/or selling yourself. This starts by looking at your job from the outside in as it relates to what you bring to the table. If you determine that your value is out-of-line with your compensation, it is time for an adjustment. You heard me. Adjustment! Not a raise. A raise is a bump in pay. An adjustment is to bring your compensation in line with your value as a superintendent. To bring your compensation in line with your value, spell out in writing what your adjusted value should be relative to your present value. This is the only way to seriously address your value constructively. As mentioned earlier, do not talk about what you would like, put it in writing and present it. I can promise you, if you take this approach, your request will not be taken lightly.

Another area that requires adjustment in value is extra responsibilities in your job. How many times does one take on more responsibility without being compensated for it? Because you are in maintenance and in charge of most everything outside, it is easy to volunteer your knowledge and resources to be a team player. However, this should warrant a change in compensation. If you take on more responsibility, this should mean an adjustment in compensation. Don't give away your value or everyone will take you for granted.

Certainly, a cost-of-living raise should never be overlooked. This is necessary to keep up with inflation that eats away at your purchasing power. It is an absolute prerequisite that the

powers that be understand the importance of inflationary increases based on the CPI (Consumer Price Index). If this is not in place, your compensation will lack purchasing power. So, no matter where your present value is, a cost-of-living raise should be automatic if there is inflation. This maintains relative value over time.

Lastly, in my opinion, there is no such thing as being valued at 10 % of one's budget. This is the dumbest thing I have ever heard. For some reason, I hear this a lot in determining one's value as a superintendent. For example, if you have a \$500,000.00 budget, you mean to tell me that you are only worth \$50,000.00 per year in compensation. Seriously!! One's value should be based on the job one is doing, not an arbitrary number such as 10% of one's budget. This is absurd!! You might be worth 20% of the budget based on your job and the type of course you oversee. There should be no set value or worth on what you bring to the table as a superintendent. This should be decided based on the job you are doing and your responsibilities.

After carefully laying out all the different scenarios, "Put yourself worth in writing." If you do this, you are giving yourself the best chance to be valued correctly as a golf course superintendent. Good luck and stay strong in your approach!!!

