



## The GCSAA Superintendent Competency Index

There are five domains in the competency index. Each domain contains a varying number of categories and competencies. Competencies were identified through a job task analysis process with the direction of superintendents and a psychometrician.

- Domain
  - Category
    - Competency

# The Competency Index

## **Agronomy** (domain)

### ***Turfgrass Cultural Practices*** (category)

- Understand plant biology (competency)
- Manage fertilization
- Manage irrigation
- Manage primary turfgrass practices
- Manage supplementary turfgrass practices

### ***Golf Course Property and Infrastructure***

- Construct and renovate
- Manage bunkers
- Manage other infrastructure

### ***Pest Management***

- Understand pest management
- Incorporate integrated pest management

### ***Equipment***

- Manage equipment

### ***Rules of Golf***

- Manage the course to accommodate the rules of golf

## **Business Management**

### ***Business Systems***

- Manage purchasing system
- Manage inventory control system
- Manage accounting duties and budget
- Manage administrative systems
- Utilize facility-wide management principles
- Program development and management
- Utilizing technology

### ***Regulatory and Programmatic Systems***

- Document compliance with environmental, safety, and labor regulations and laws
- Conduct safe operation
- Develop a crisis management plan

### ***Project Management***

Develop and implement short-range and long range master plan

Develop and manage projects

### ***Human Resources***

Hire and terminate staff

Manage staff

Train staff

## **Communication**

### ***Facilitate Information Flow***

Facilitate information flow

### ***Build Relationships***

Communicate effectively

Manage conflicts

### ***Public Relations***

Establish and maintain positive communication with stakeholders and other constituents

Promote awareness of the golf course superintendent's profession

### ***Networking***

Networking with other superintendents and members of the golf profession

## **Environmental Management**

### ***Environmental Management and Stewardship***

Environmental communications

Environmental management

Comprehending environmental impacts

Management of hazardous materials

### ***Natural Systems***

Watershed and water resource management and conservation

Manage soils' ecosystems

Understand climate and atmosphere

Understand natural ecosystems

Manage native areas

Manage aquatic ecosystems

## **Leadership**

### ***Personal and Professional Effectiveness***

Personal and professional development and skills  
Solve problems and make decisions

### ***Strategic Plan Development***

Create a vision that conveys the purpose and goals of the golf facility  
Identify marketplace position  
Manage facility expectations

### ***Employee Motivation and Retention***

Maintain a productive work climate

### ***Ethics and Values***

Promote ethics and values

## **Organizing the competencies**

Many of the skills and abilities required to manage the golf course overlap within domains. For example, good communication skills are important to leadership, business management, agronomic issues and environmental issues, but including a good communication skill competency or performance statement in each domain would be redundant. Therefore, the competency or performance statement is categorized within the most appropriate domain and not repeated.

Similarly, basic competencies could apply to both agronomic and other landscape areas, as well as maintenance of specific features. For example, maintaining soils and hydrology is important for growing healthy turfgrass on greens, tees and fairways, but is also equally important for native areas.

Therefore, to help reduce the repetitiveness of the overlapping knowledge, skills and abilities for the golf course environment, a foundational approach was used to organize the competencies. Then, additional performance statements were included to address topics with specific requirements, such as bunkers, and construction and renovation projects.