

# TANDEM CLUB PARTNERS

## PERSPECTIVE

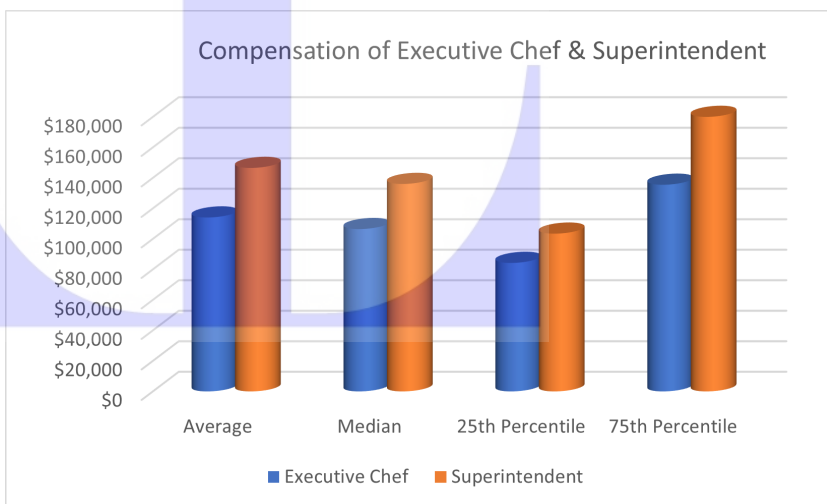
Why do you pay the Executive Chef less than the Superintendent?

In my many years as a GM/COO in the club management field, I can count on one hand how many times a member approached me with a concern about turf quality, playability or any other aspect of golf course conditions. However, when it comes to food...well...let's just say it's a few more than a handful. Don't get me wrong, our food was good, but the food service experience in all of the hospitality industry is the most scrutinized, criticized and pulverized touchpoint that operators deal with; it's not even close.

This is also inclusive of committee meetings and board meetings. How many minutes of a board meeting are spent on food, whether it is related to quality or costs? How many minutes of a board meeting are spent on golf course conditions? Even when battling nematodes (a grass root munching microorganism) at a club in 2008, in which several of our greens were nearly lost, I spent more time talking to members about the crispiness levels of french fries than why our greens were quickly transforming into browns. *Get it?*

Food is just so much more personal than grass and this is why much of a GM's performance and job security is based on the food experience and not on golf course conditions. I would wager to say that if I surveyed 100 GM's, 97 would say they would easily survive a twelve month pythium outbreak on the golf course, versus a six month food quality downturn. If this is the case, and I can assure you it is, why does the Superintendent or Director of Agronomy or whatever the trendy title is nowadays, make nearly 30% **more** than the Executive Chef? I compare these two simply because they are in interestingly similar positions; both are largely behind-the-scenes and both are responsible for production...one demi glaze and one healthy roots.

Now I don't want any trouble with my friends at the Golf Course Superintendents' Association of America (GCSAA), but the fact is that if the GM's reputation and livelihood are more dependent on what the Executive Chef does than the Superintendent, why does the chart look the way it looks?



Source: 2021 CMAA Compensation and Benefits Report