



### **What are competencies?**

Competencies are the knowledge, skills, and abilities (competencies) superintendents need to perform successfully in their jobs.

### **How are the competencies organized?**

The competencies identified through the JTA are presented all fall under five separate domains, which are, in essence, high-level groupings. Each domain contains several categories of competencies.

The five domains and their general categories are as follows:

**Agromony:** This domain includes the knowledge, skills and abilities needed to manage turfgrass cultural practices and golf course landscapes; understand and incorporate pest management; manage equipment and apply the rules of golf to golf course maintenance practices and course setup.

**Business Management:** This domain includes categories necessary in managing business, regulatory and programmatic systems at a facility. These competencies include project management and human resource functions.

**Communication:** This domain covers communication in relation to facilitating the flow of information at the facility, building relationships, establishing public relations activities, and networking with others in the golf profession.

**Environmental Management:** This domain includes the knowledge, skills, and abilities needed for environmental management and stewardship responsibilities and for working with natural systems at a golf facility.

**Leadership:** To be successful, a superintendent must have a strong background in leadership, which includes having effective personal and professional leadership skills, developing strategic plans, motivating and retaining employees, and promoting ethics and values.

### **How does GCSAA use the competencies?**

GCSAA uses these competencies in a variety of ways. All GCSAA and External Education content is mapped to the competencies, and with this information, gaps can be identified in the curriculum and education can be developed accordingly. Another use is to help superintendents individually identify areas in which they need to increase their knowledge, skills and abilities. Finally, the competencies are used to drive certification by determining what is measured by the multiple-choice test, and on-site attesting visits.

### **How does a superintendent use the competencies?**

The competencies can be used as a benchmark for career planning. Any golf industry professional can use the competency index to gauge their level of knowledge, skills and abilities, and to identify the competencies in which they personally want to seek improvement. When pursuing certification, the competencies become a study guide to aid in preparation for the entire process.