



2022 Golf Club

SALARY CENSUS REPORT





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Chair, Golf Management Australia

Report Foreword

Golf Management Australia's vision is to develop professional leaders in golf and club management. Supporting this vision and underpinning GMA's strategic intent, is to provide leaders with professional development opportunities and resources in which to make more informed decisions.

Knowledge on salaries and wages is a key component of any club operation, accounting for nearly 45% of all club expenses. The 2022 Golf Club Salary Census Report provides an update on the salaries of key roles within clubs.

The golf industry has not been immune from a significant upheaval due to the ongoing effects of the Covid-19 pandemic. Whilst it has resulted in increased interest, usage and membership of clubs, staffing related issues such as retention and

shortages have been a direct outcome of this upheaval, particularly in the hospitality and course departments.

On behalf of the GMA Board, we have great pleasure in providing the 2022 report. The Board would like to thank all the clubs who contributed to making this a very reliable report and we strongly encourage those of you who did not provide data, to do so next time.

Finally, we are again very appreciative of the work undertaken by Jeff Blunden of Golf Business Advisory Services, collating a large amount of information and presenting this report in such a user-friendly manner.

We trust you find this report beneficial in the management of your club.



About the Author

Seeking independence of data analysis and subsequent interpretation, GMA again sought the expertise of Golf Business Advisory Services (GBAS) to administer the project and draft this report on its behalf, this report being the 5th delivered since 2013.

Offering advisory services since 2001, GBAS is acknowledged as Australia's leading provider of independent specialised golf industry consulting services.

For more information on GBAS, please visit www.golfbas.com.



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01

Background & Introduction

Introduction

This report details current salary levels for 19 key positions within a golf club environment. It is the fifth national salary report produced by GMA that provides its members and clubs with these key benchmarks.

The cost of labour remains the biggest day to day expense incurred within a golf club environment, accounting for 40% to 45% of all expenses. The level of control exerted over this cost has a material impact on overall club financial outcomes achieved.

As Club managers seek to manage this cost, this report becomes a valuable reference point when reviewing and setting key remuneration levels.

Participating clubs

We thank the following clubs for their participation:

Albany Golf Club	Eastern Golf Club	Maroochy River Golf Club	Royal Fremantle Golf Club
Ashgrove Golf Club	Eastlake Golf Club	McLeod Country Golf Club	Royal Melbourne Golf Club
Avondale Golf Club	Eastwood Golf Club	Meadow Springs Golf & Country Club	Royal Perth Golf Club
Ballarat Golf Club	Eden Sports & Country Club	Medway Golf Club	Royal Queensland Golf Club
Barwon Heads Golf Club	Elanora Golf Club	Melville Glades Golf Club	Ryde Parramatta Golf Club
Barwon Valley Golf Club	Federal Golf Club	Metropolitan Golf Club	Sanctuary Cove Golf Club
Bayview Golf Club	Flagstaff Hill Golf Club	Mollymook Golf Club	Sandhurst Club
Beerwah & District Golf Club	Gailes Golf Club	Mona Vale Golf Club	Secret Harbour Golf Links
Bermagui Country Club	Glenelg Golf Club	Monash Country Club	Settlers Run Golf & Country Club
Berwick Montuna Golf Club	Goondiwindi Golf Club	Mount Coolom Golf Club	Sorrento Golf Club
Beverley Park Golf Club	Gosnells Golf Club	Mount Lawley Golf Club	South Lakes Golf Club
Blackwood Golf Club	Green Acres Golf Club	Mount Osmond Golf Club	Southern Golf Club
Bonnie Doon Golf Club	Half Moon Bay Golf Club	Mt Derrimut Golf Club	Southport Golf Club
Box Hill Golf Club	Hartfield Country Club	Muirfield Golf Club	Springwood Country Club
Bribie Island Golf Club Limited	Hawks Nest Golf Club	Murrumbidgee Country Club	St Michaels Golf Club
Brisbane Golf Club	Headland Golf Club	Nambucca Heads Island Golf Club	Tea Tree Gully Golf Club
Bunbury Golf Club	Hidden Valley Golf Club	Nedlands Golf Club	Terrey Hills Golf Club
Burleigh Golf Club	Huntingdale Golf Club	Nelson Bay Golf Club	The Australian Golf Club
Busselton Golf Club	Indooroopilly Golf Club	New South Wales GC	The Coast Golf & Recreation Club
Byron Bay Golf Club	Keperra Golf Club	Newcastle Golf Club	The Cut Golf Course
Cairns Golf Shop	Kew Golf Club	Noosa Golf Club	The Grange GC
Caloundra Golf Club	Keysborough Golf Club	Northern Golf Club	The Lakes Golf Club
Camden Golf Club	Kiama Golf Club	Nudgee Golf Club	The National Golf Club
Carbrook Golf Club	Killara Golf Club	Oatlands Golf Club	The Rosanna Golf Club
Cardinia Beaconhills Golf Links	Kingston Heath Golf Club	Ocean Shores Country Club	Thirteenth Beach Golf Links
Cheltenham Golf Club	Kogarah Golf Club	Oxley Golf Club	Toowoomba Golf Club
Chirnside Park Country Club	Kooindah Waters Golf Club	Patterson River Golf Club	Victoria Golf Club
Churchill-Waverley Golf and Bowls Club Limited	Koorringal Golf Club	Pennant Hills Golf Club	Virginia Golf Club
Club Catalina	Kooyonga Golf Club	Port Fairy Golf Club	Wakehurst Golf Club
Coffs Harbour Golf Club	Kwinana Golf Club	Portarlington Golf Club	Wanneroo Golf Club
Commonwealth Golf Club	Lake Karrinyup Country Club	Portsea Golf Club	Warrnambool Golf Club
Concord Golf Club	Lakelands Country Club	Pymble Golf Club	Wembley Golf Course
Cottesloe Golf Club	Latrobe Golf Club	Queanbeyan Golf Club	West Lakes Golf Club
Cranbourne Golf Club	Launceston Golf Club	Redcliffe Golf Club Inc	Western Australian Golf Club
Cromer Golf Club	Links Shell Cove Golf Club	Redland Bay Golf Club	Westward Ho Golf Club
Cronulla Golf Club	Liverpool Golf Club	Riversdale Golf Club	Windsor Golf Club
Cumberland Golf Club	Long Reef Golf Club	Rosebud Country Club	Wolston Park Golf Club
Devilbend Golf Club	Lonsdale Links	Roseville Golf Club	Woodlands Golf Club
Dubbo Golf Club	Lynwood Country Club	Rowes Bay Golf Club	Wyong Golf Club
Duntryleague Golf Club	Mackay Golf Club	Royal Adelaide Golf Club	Yarra Yarra Golf Club
	Mandurah Country Club	Royal Canberra Golf Club	Yering Meadows Golf Club
	Manly Golf Club		
	Margaret River Golf Club		

02

Methodology & Report Scope

Data source & response rate

The data reviewed in this report was collected via two sources, an on-line survey of GMA members and via www.clubbenchmarking.com.au where the GMA member is a subscriber to this service as offered by GBAS.

In June 2022 there was a total of 242 clubs represented by GMA members across the country. 170 completed responses were received for this report, representing a response rate of 70 per cent.

The response rate by state and region are outlined in Table 1.

TABLE 1: RESPONSE RATE BY STATE

STATE	DATABASE		SURVEY		RESPONSE RATE %
	COUNT	% OF TOTAL	COUNT	% OF TOTAL	
New South Wales (incl. ACT)	87	36%	58	34%	67%
Victoria	64	26%	47	28%	73%
Queensland	41	17%	30	18%	73%
Western Australia	30	12%	22	13%	73%
South Australia	14	6%	12	7%	86%
Tasmania	6	2%	1	1%	17%
TOTAL	242	100%	170	100%	70%

Segmentation measures

In order to determine the most appropriate and relevant measures for analysis of the salary data provided, correlation analysis was again undertaken against a number of measures. The measures with the highest correlation to salary data (meaning that any increase in these numbers would also see an increase in salary levels) were total operating revenue and the seven-day member annual subscription fee.

This finding is also logically consistent, given annual subscription levels are a key driver of total revenues which in turn are a determinant of the level of staffing and service a club can provide along with the size of course maintenance budgets.

Table 2 details the segmentation categories used in this report, along with the sample size within each segment.

TABLE 2: CATEGORIES & COHORTS USED THROUGHOUT REPORT

ANNUAL SUBSCRIPTION	COUNT	%	OPERATING REVENUE	COUNT	%
Less than \$1,500	51	30%	Less than \$2.5 million	41	24%
\$1,501 to \$2,500	42	25%	\$2.5 million - \$4 million	36	21%
\$2,501 to \$3,500	30	18%	\$4 million - \$6 million	47	28%
More than \$3,500	47	28%	More than \$6 million	46	27%
TOTAL	170	100%	TOTAL	170	100%

Statistical measures used

The following terms are used throughout this report.

MEAN:

The sum of all salaries divided by the total number of earners in that category.

MEDIAN:

Often used when overall results can be impacted by very high or low numbers, the median is the middle number when sorted in order.

25TH PERCENTILE:

One quarter from the lowest number reported.

75TH PERCENTILE:

One quarter from the highest number reported.

Positions included

This report includes base salary and total remuneration data for the following 19 directly employed positions as follows:

ADMINISTRATION

- General Manager / Chief Executive Officer (CEO)
- Assistant Manager
- Finance Manager / Chief Financial Officer (CFO)
- Administration Manager
- Sales & Marketing Manager

CLUBHOUSE

- Clubhouse Operations Manager
- Food and Beverage Manager
- Functions Manager
- Bar Manager
- Executive Chef

GOLF OPERATIONS

- Director of Golf
- Golf Operations Manager
- Golf Shop Assistant
- Trainee Golf Professional

COURSE MAINTENANCE

- Course Superintendent
- Assistant Course Superintendent
- Greenkeeper
- Groundsperson
- Equipment Technician/Mechanic



The background is a deep blue with a subtle grid pattern. Overlaid on this is a faint, 3D architectural rendering of a modern building with multiple levels and a curved facade. The text is white and positioned in the upper left quadrant.

03

Summary of Results



National wage trends

According to the ABS Wage Price Index (WPI) data from May 2022, overall national wages increased by 2.1% in the YTD period since June 2021, and by 1.9% annually over the past three years. This growth was consistent within the private sector.

On a state basis, wage growth has been strongest in Tasmania at 2.3% annually since 2019 while growth is slowest in South Australia at 1.7% annually over the same period.

These outcomes are summarised in Table 3.

TABLE 3: NATIONAL WAGE TRENDS

CATEGORY	2016	2017	2018	2019	2020	2021	YTD 2022	3 Yr Avg.
Total all Industries	2.1%	2.0%	2.1%	2.3%	2.1%	1.5%	2.1%	1.9%
Private sector	2.0%	1.8%	1.9%	2.3%	2.0%	1.5%	2.1%	1.9%
Arts & recreation sector	2.4%	2.0%	2.4%	2.6%	2.4%	1.1%	2.0%	1.9%
New South Wales	2.1%	2.1%	2.1%	2.4%	2.0%	1.5%	2.1%	1.9%
Victoria	2.4%	2.0%	2.3%	2.7%	2.4%	1.4%	2.1%	2.0%
Queensland	1.9%	1.9%	2.2%	2.3%	1.9%	1.6%	2.1%	1.9%
South Australia	1.9%	1.4%	1.5%	1.6%	1.7%	1.5%	1.8%	1.7%
Western Australia	2.3%	2.2%	2.0%	2.2%	2.3%	1.6%	1.9%	1.9%
Tasmania	2.2%	2.2%	2.3%	2.5%	2.4%	1.8%	2.5%	2.3%
Northern Territory	2.2%	2.1%	1.3%	2.1%	2.3%	1.7%	1.9%	2.0%
Australian Capital Territory	1.7%	1.9%	1.9%	2.1%	2.3%	1.5%	2.3%	2.0%

Source: ABS Wage Price Index May 18, 2022 release



Wage movement since 2019

An analysis of wage movement for certain key position across clubs who participated in both the 2022 and 2019 survey shows evidence of wage growth slightly above broader national and state trends.

The individual results for key positions (for clubs that provided data for both the 2022 and 2019 report) are summarised in Table 4.

TABLE 4: CLUB WAGE TRENDS - BY POSITION

POSITION	COUNT	TOTAL INCREASE %	ANNUALISED INCREASE %
General Manager / CEO	97	10.7%	5.2%
Assistant Manager	10	9.2%	4.5%
Finance Manager/CFO	51	11.8%	5.7%
Administration Manager	27	7.2%	3.6%
Sales / Marketing Manager	14	17.7%	8.5%
Clubhouse Operations Manager	24	8.7%	4.2%
Food & Beverage Manager	35	8.1%	4.0%
Functions Manager	28	6.3%	3.1%
Bar Manager	27	12.9%	6.2%
Executive Chef	54	10.2%	5.0%
Director of Golf	24	13.8%	6.7%
Golf Operations Manager	40	12.4%	6.0%
Trainee Golf Professional	17	12.4%	6.0%
Golf Shop Assistant	34	3.6%	1.8%
Course Superintendent	87	9.7%	4.7%
Assistant Course Superintendent	81	9.6%	4.7%
Green Keeper [qualified]	76	9.9%	4.8%
Course Groundsman	53	7.5%	3.7%
Mechanic	57	7.7%	3.8%

Departmental outsourcing

Table 5 displays the proportion of clubs that internally manage their food operations and golf operations departments. Internal management of these two departments becomes increasing prevalent as the annual fee price point and total operating revenues increase.

Employee counts

Table 6 summarises reported (full time equivalent) employee counts by key department. FTE employee counts tend to increase at clubs with higher operating revenues and annual subscriptions. This typically reflecting services available and service levels provided.

TABLE 5: DEPARTMENTAL RESPONSIBILITY

COHORT	FOOD & BEVERAGE	GOLF OPERATIONS
ANNUAL SUBSCRIPTION		
Less than \$1,500	56%	63%
\$1,501 to \$2,500	74%	83%
\$2,501 to \$3,500	93%	83%
More than \$3,500	100%	96%
OPERATING REVENUE		
Less than \$2.5 million	49%	59%
\$2.5 million - \$4 million	81%	75%
\$4 million - \$6 million	91%	91%
More than \$6 million	91%	94%
OVERALL	79%	81%

TABLE 6: EMPLOYEE COUNTS (FULL TIME EQUIVALENT)

COHORT	ADMIN.	COURSE MAINTENANCE	CLUBHOUSE OPERATIONS	FOOD & BEVERAGE	GOLF OPERATIONS
ANNUAL SUBSCRIPTION					
Less than \$1,500	2.9	7.4	1.4	5.1	3.2
\$1,501 to \$2,500	3.0	7.2	1.2	4.8	2.7
\$2,501 to \$3,500	3.9	12.6	1.3	9.3	4.8
More than \$3,500	4.4	13.6	1.6	11.1	4.8
OPERATING REVENUE					
Less than \$2.5 million	2.2	5.2	1.1	2.6	2.1
\$2.5 million - \$4 million	3.2	9.4	1.1	6.4	2.6
\$4 million - \$6 million	3.8	11.8	1.4	8.2	4.1
More than \$6 million	4.6	13.0	1.9	11.7	5.5
OVERALL	3.5	10.1	1.4	7.4	3.9

Management length of tenure

Length of tenure for the two most senior club positions has been captured since 2019.

At present the average length of tenure for Course Superintendents remains approximately double that of club General Managers.

This length of tenure difference is evident in Chart 1, which illustrates 35% of Superintendents have been their role for 10 years compared to only 13% of General Managers having reached this same point by 2022.

Current average length of tenure for club General Managers and Course Superintendents is summarised in Table 7.



average
length of
tenure
(years)

5.5

General
Managers

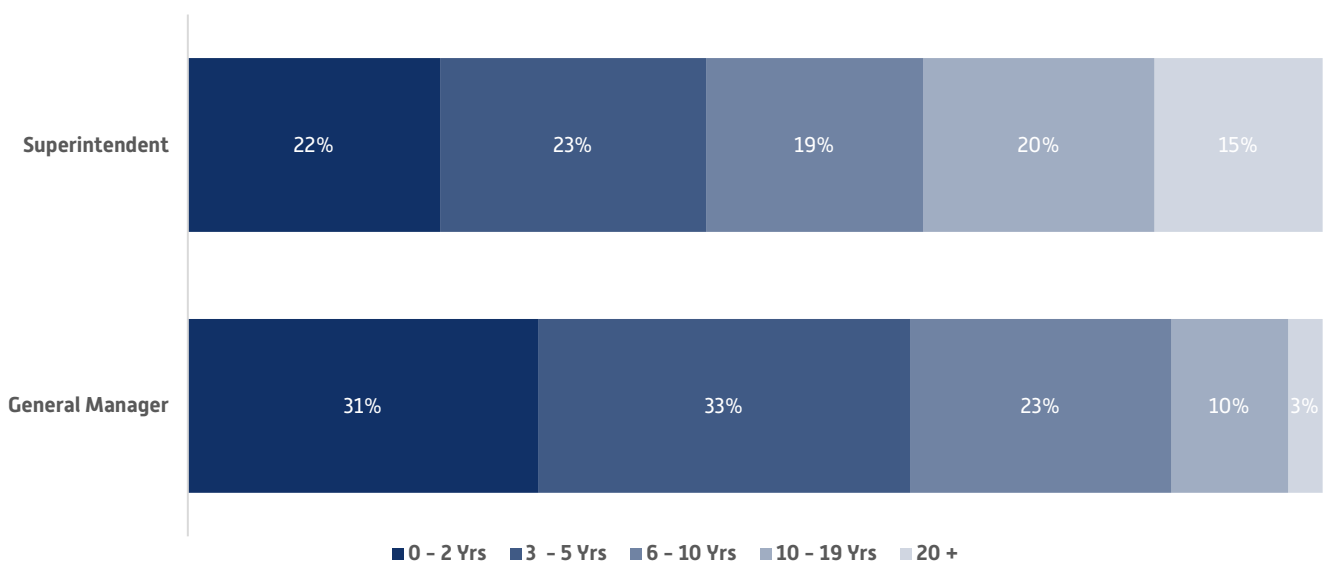
9.9

Course
Superintendents

TABLE 7: MANAGEMENT LENGTH OF TENURE

COHORT	GENERAL MANAGER		COURSE SUPERINTENDENT	
	2022	2019	2022	2019
ANNUAL SUBSCRIPTION				
Less than \$1,500	6.0	6.0	10.4	11.6
\$1,501 to \$2,500	6.1	6.1	10.6	11.0
\$2,501 to \$3,500	4.9	5.2	12.0	10.3
More than \$3,500	4.9	4.8	7.3	8.5
OPERATING REVENUE				
Less than \$2.5 million	4.7	4.6	8.7	10.2
\$2.5 million - \$4 million	5.9	6.9	9.5	11.3
\$4 million - \$6 million	5.4	4.6	13.1	10.9
More than \$6 million	6.0	5.8	7.8	9.4
OVERALL	5.5	5.5	9.9	10.4

CHART 1: MANAGEMENT LENGTH OF TENURE MIX



Base salary and total remuneration summary

Data from all 19 positions surveyed is summarised in Table 8. Total remuneration includes salary, and the value of all on-costs (superannuation, car, housing, phone, laptop, FBT costs etc.)

TABLE 8: SUMMARY OF WAGE RESULTS

POSITION	COUNT	BASE SALARY	TOTAL REMUN'N	BASE SALARY %	TOTAL REMUNERATION		
					25TH PERCENTILE	MEDIAN	75TH PERCENTILE
ADMINISTRATION							
General Manager / CEO	162	150,111	173,568	86%	126,625	165,000	210,000
Assistant Manager	37	98,542	109,528	90%	90,200	106,590	119,983
Finance Manager/CFO	96	93,954	105,344	89%	88,000	106,700	124,481
Administration Manager	83	68,324	76,042	90%	66,147	77,000	84,440
Sales / Marketing Manager	43	73,722	81,609	90%	66,972	78,381	99,920
CLUBHOUSE							
Clubhouse Ops. Manager	66	88,786	100,404	88%	83,350	96,173	113,225
Food & Beverage Manager	72	77,646	86,808	89%	74,113	88,000	97,115
Functions Manager	72	66,576	74,603	89%	67,549	74,975	82,500
Bar Manager	79	64,498	72,478	89%	65,750	71,500	78,287
Executive Chef	105	89,309	99,372	90%	86,940	97,625	107,800
GOLF OPERATIONS							
Director of Golf	58	98,928	112,442	88%	97,848	109,590	125,000
Golf Operations Manager	88	77,093	86,934	89%	74,338	83,600	97,550
Trainee Golf Professional	62	47,711	53,161	90%	47,211	51,559	59,202
Golf Shop Assistant	84	54,384	60,937	89%	54,725	60,500	68,536
COURSE MAINTENANCE							
Course Superintendent	157	121,269	142,863	85%	105,000	126,810	165,020
Asst. Course Superintendent	140	76,448	87,469	87%	75,000	87,388	96,735
Greenkeeper (qualified)	143	56,998	63,703	89%	57,750	61,849	68,250
Groundsperson	125	50,818	56,633	90%	51,382	55,000	60,500
Equipment Technician	106	70,755	79,071	89%	69,366	78,139	89,780

State Based Indexes

Whilst it was determined that cohorts derived by annual subscription fee levels and operating revenues provided the best insight into remuneration levels, it is apparent that for some roles measurable differences are evident when assessed on a state basis.

To assist, the following state-based index tables have been created for each role, indicating the average assessed remuneration difference to the national outcome. These indexes can be used when assessing specific role data presented later in this report.

TABLE 9: POSITION INDEX

POSITION	NSW	VIC	QLD	SA	WA
ADMINISTRATION					
General Manager / CEO	1.1	1.1	0.9	0.9	0.9
Assistant Manager	1.1	1.1	0.8	0.9	0.9
Finance Manager/CFO	1.0	1.1	1.0	0.9	0.8
Administration Manager	1.0	1.0	1.0	1.0	1.0
Sales / Marketing Manager	1.0	1.1	0.9	1.1	0.9
CLUBHOUSE					
Clubhouse Ops. Manager	1.0	1.1	0.9	0.9	1.0
Food & Beverage Manager	1.0	1.0	0.9	0.9	1.0
Functions Manager	1.0	1.0	1.0	1.0	0.9
Bar Manager	1.0	1.0	1.0	0.9	1.0
Executive Chef	1.0	1.1	0.9	0.8	0.9
GOLF OPERATIONS					
Director of Golf	1.1	0.9	1.0	1.0	0.9
Golf Operations Manager	1.0	1.0	1.0	1.0	1.0
Trainee Golf Professional	1.0	1.0	0.9	1.0	1.0
Golf Shop Assistant	1.0	1.0	1.0	1.0	1.0
COURSE MAINTENANCE					
Course Superintendent	1.1	1.0	0.9	0.9	0.9
Asst. Course Superintendent	1.1	1.0	0.9	0.9	1.0
Greenkeeper (qualified)	1.0	1.0	1.0	1.0	1.0
Groundsperson	1.0	1.0	1.0	1.0	1.0
Equipment Technician	1.0	1.0	0.9	1.1	0.9



Tea Tree Gully Golf Club, South Australia
Image: David Brand



04

Salary & Remuneration Benchmarks by Position

The following section details salary and total remuneration benchmarks for each position included in this report. Benchmarks are provided by two variables – annual subscription and total operating revenue.

Note: To protect confidentiality, where a calculated cohort included five or less data points, cohorts were combined and reduced to three wider cohorts to provide meaningful results.

Administration

General Manager / CEO

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	46	116,256	97,929	112,000	136,437	133,295	110,425	126,750	156,125
\$1,501 to \$2,500	39	121,388	102,176	122,000	140,000	139,308	117,500	134,200	158,750
\$2,501 to \$3,500	30	150,244	130,000	150,000	170,375	179,203	155,175	175,000	210,000
More than \$3,500	47	206,995	177,500	200,000	230,020	237,814	198,450	229,500	265,750

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	37	103,449	90,000	100,000	110,000	117,007	104,500	110,000	125,000
\$2.5 million - \$4 million	33	128,182	113,300	130,000	140,000	147,719	130,000	145,200	165,000
\$4 million - \$6 million	46	153,248	130,000	150,000	175,000	175,598	151,625	175,200	200,000
More than \$6 million	46	200,238	165,000	195,013	225,000	235,574	199,066	229,250	268,175

POSITION DESCRIPTION

Reporting to the Board/Committee, the General Manager/CEO is the person responsible for the day to day operation of the club. They are tasked with operating and managing the club in a manner which follows its strategic direction and in doing so ensuring that the club's financial, legal, environmental and social responsibilities are met.

MAIN RESPONSIBILITIES

- Responsible for implementation of Board policies.
- Provides assistance to each of the club's major committees via secretariat services.
- Oversees the daily financial control and direction of the Club.
- Directs daily administrative matters.
- Oversees the day to day operation of all clubhouse related activities.
- Oversees the day to day maintenance and planning of all golf course related activities.
- Develops the annual club operating budget.
- Responsible for the recruitment and management of all staff and staffing matters.

Administration

Assistant Manager

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	9	96,389	75,000	100,000	125,000	107,714	82,500	114,647	140,000
\$1,501 to \$2,500	8	83,124	82,522	86,500	90,000	91,623	90,774	95,150	99,250
\$2,501 to \$3,500	6	89,321	81,250	89,000	98,250	98,253	89,375	97,900	108,075
More than \$3,500	14	112,688	97,750	106,000	116,500	125,756	107,525	116,600	136,750

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$4 million	10	83,494	70,263	82,026	87,163	92,673	77,365	90,229	96,630
\$4 million – \$6 million	16	93,717	84,250	94,950	103,125	103,355	92,675	104,445	114,860
More than \$6 million	11	119,240	101,000	110,000	128,913	133,829	111,100	139,000	143,522

POSITION DESCRIPTION

The Assistant Manager provides second level support to the General Manager and assists in the delivery of day to day club services.

MAIN RESPONSIBILITIES

- Assists with the day to day management of the club and its facilities.
- In conjunction with the General Manager may provide secretariat services to Club Committees.
- Directs the day to day operation of all clubhouse related activities.
- Assists with daily administrative matters.
- Assists with the daily financial control of the Club.
- Responsible for daily management of staff and staffing related matters.
- In conjunction with the Club Captain, will develop the club's annual match program.
- Contributes to the development of the annual club operating budget.
- Ensures daily compliance with OH&S requirements.

Administration

Finance Manager / CFO

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	11	78,002	62,500	80,000	93,500	86,671	69,000	88,000	103,850
\$1,501 to \$2,500	16	76,125	64,450	64,450	64,450	84,721	70,895	88,600	94,555
\$2,501 to \$3,500	25	86,934	80,000	80,000	80,000	96,679	88,000	105,000	112,026
More than \$3,500	44	108,415	95,375	95,375	95,375	122,435	106,425	121,834	143,414

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	9	63,333	56,000	62,799	70,000	70,192	61,600	69,079	80,000
\$2.5 million - \$4 million	12	71,892	60,000	76,250	85,113	80,017	66,000	84,600	94,555
\$4 million - \$6 million	33	93,301	80,000	96,000	109,200	103,273	88,000	105,600	121,667
More than \$6 million	42	107,333	91,250	105,000	129,634	121,740	106,700	115,705	144,241

POSITION DESCRIPTION

The Finance Manager is responsible for the daily, weekly and monthly processes required to deliver timely financial accounts and administrative reports.

MAIN RESPONSIBILITIES

- Implements the policies of the Finance Committee and Board.
- Enters all accounting, payroll and administrative data in the club's accounting system.
- Undertakes reconciliation of the General Ledger and club bank accounts and other processes required to ensure daily, weekly and monthly accounting processes are completed.
- Prepares all statutory financial statements.
- The handling of all on-site cash, credit, EFT processes and banking processes.
- The completion of all payroll system process.
- Control of club creditors and debtors and club inventories.
- Assists with the drafting of club operating and capital budgets.
- Undertakes any other finance related work as directed by the General Manager.
- General software and hardware oversight of the club's financial and administrative systems including IT networks and point of sale equipment.

Administration

Administration Manager

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	29	64,534	60,000	65,000	70,000	71,563	66,000	73,500	79,200
\$1,501 to \$2,500	15	68,711	60,750	68,000	73,800	76,139	67,825	74,800	81,750
\$2,501 to \$3,500	14	62,745	51,470	63,500	76,548	69,719	56,617	71,000	84,203
More than \$3,500	25	75,612	67,661	75,000	80,295	84,721	75,000	83,000	93,000

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	16	58,427	47,500	60,000	66,250	64,439	52,250	67,000	72,875
\$2.5 million - \$4 million	15	68,387	61,500	70,000	72,300	75,883	67,650	77,000	80,609
\$4 million - \$6 million	26	64,771	59,993	65,000	70,000	71,606	65,993	72,500	78,650
More than \$6 million	26	77,931	73,331	79,712	84,375	87,711	80,665	88,645	96,971

POSITION DESCRIPTION

The Administration Manager oversees a range of administrative tasks, particularly those related to club membership, ensuring that such tasks are undertaken efficiently and accurately.

MAIN RESPONSIBILITIES

- Invoicing of membership subscriptions and related fees, providing payment options that meet member expectations.
- Responding to membership enquiries, providing all necessary information and ensuring post enquiry communication is maintained.
- Processing of club payroll and related tasks.
- Ensure all accounts payable and receivables are maintained within payment terms.

Administration

Sales & Marketing Manager

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	8	65,676	53,750	61,140	66,848	72,354	59,125	67,693	73,533
\$1,501 to \$2,500	7	61,306	49,120	51,000	69,400	67,722	54,031	56,100	77,340
\$2,501 to \$3,500	8	81,222	69,755	77,500	85,690	89,699	76,731	86,250	94,469
More than \$3,500	20	78,285	66,875	81,858	92,429	86,936	74,813	90,044	101,672

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$4 million	9	61,284	52,260	59,556	71,152	68,246	57,680	67,456	78,851
\$4 million – \$6 million	15	68,397	60,884	64,631	74,000	75,491	66,972	71,094	81,400
More than \$6 million	19	83,816	71,150	84,253	93,300	92,769	78,265	92,678	102,630

POSITION DESCRIPTION

The Sales & Marketing Manager is responsible for the development and implementation of various sales and marketing plans to promote the Club's facilities and services to existing and prospective members and clients.

MAIN RESPONSIBILITIES

- Marketing, sales, events and public relations strategies to promote the club's facilities and services.
- Development and delivery of a marketing plan and annual marketing budget.
- Member retention and engagement.
- Development of membership and function collateral.
- Regularly update marketing information on the club's website.
- Manage a database of past and potential green fee, function and event guests.
- Manage club partnership and sponsorship programs where appropriate.
- Measurement of marketing strategy cost effectiveness.

Clubhouse Operations / Food & Beverage

Clubhouse Operations Manager

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	18	75,087	65,750	70,500	80,000	84,351	75,000	82,000	91,185
\$1,501 to \$2,500	10	82,556	75,500	81,500	95,937	91,669	83,050	90,400	106,676
\$2,501 to \$3,500	9	94,389	85,000	91,000	100,000	107,372	99,000	109,950	110,000
More than \$3,500	29	97,698	85,000	92,600	107,988	111,218	94,639	107,500	119,887

BY TOTAL OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$4 million	14	80,619	71,543	76,743	86,429	91,851	80,072	86,203	102,047
\$4 million – \$6 million	22	81,867	70,000	80,548	90,750	90,468	77,000	88,603	101,145
More than \$6 million	30	97,670	85,000	96,000	106,352	111,683	95,274	109,975	119,371

POSITION DESCRIPTION

The Clubhouse Operations Manager is generally responsible for the daily provision of services provided within the clubhouse to all members and other users of the club.

MAIN RESPONSIBILITIES

- Manage the club's Food and Beverage operations to meet the budgeted profit and service objectives.
- Provides secretariat services to the House Committee.
- Assists in the preparation of annual budgets, particularly those accounts related to clubhouse operations.
- Implements the relevant policies and directives as determined by the House Committee.
- Oversight of the daily operations of food and beverage services.
- Responsible for preparation of clubhouse rosters.
- Ensures cleaning of the clubhouse meets prescribed standards.
- Oversight of clubhouse functions.
- In conjunction with department managers, will oversee inventory management, including stock purchase, receiving and storage.
- Oversight of clubhouse and work environment OH&S requirements.

Clubhouse Operations / Food & Beverage

Food & Beverage Manager

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	12	64,369	60,000	65,500	67,125	71,202	66,000	72,944	74,438
\$1,501 to \$2,500	10	69,776	61,250	73,225	83,015	77,266	67,375	80,927	92,125
\$2,501 to \$3,500	18	77,602	68,500	75,692	84,122	87,649	76,100	89,500	95,438
More than \$3,500	32	85,109	78,000	86,004	92,857	95,168	87,450	95,350	102,143

BY TOTAL OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	6	58,431	50,825	56,650	60,000	64,274	55,908	62,315	66,000
\$2.5 million - \$4 million	12	75,370	67,375	76,975	84,131	83,717	75,000	84,677	93,059
\$4 million - \$6 million	25	75,645	66,000	70,000	85,000	84,769	73,287	82,923	97,460
More than \$6 million	29	84,288	78,000	83,183	90,000	94,506	88,000	93,508	99,000

POSITION DESCRIPTION

Depending on the presence of a Clubhouse Operations Manager, the Food and Beverage Manager is generally responsible for the daily delivery of food and beverage services as provided to members and other users of the club.

MAIN RESPONSIBILITIES

- Supervises the daily operation of all food and beverage areas.
- Supervises control of cash floats.
- Oversees the operation of club dining facilities.
- Oversight of required function set up.
- Daily monitoring of wage cost.
- Daily involvement with food and beverage ordering and stock control.
- Development of menu ideas.
- Review and rollout of menu updates.
- The sale, administration and delivery of function events.
- Assess and make recommendations on staff training issues.
- Oversight of department and work environment OH&S requirements.

Clubhouse Operations / Food & Beverage

Functions Manager

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	12	64,792	61,500	66,000	72,000	75,563	68,063	73,500	82,500
\$1,501 to \$2,500	14	58,756	52,500	63,500	67,648	65,135	58,050	70,750	74,413
\$2,501 to \$3,500	12	66,840	63,750	66,952	72,000	74,224	70,125	73,725	79,375
More than \$3,500	34	70,333	61,682	70,000	78,926	78,296	69,178	77,691	87,725

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	8	53,485	36,715	61,500	63,898	59,346	40,762	68,600	70,813
\$2.5 million - \$4 million	10	68,100	62,250	70,500	77,000	80,580	70,250	79,201	86,800
\$4 million - \$6 million	20	68,716	61,875	69,068	79,028	75,773	68,063	76,000	86,931
More than \$6 million	34	67,950	61,636	67,134	75,000	75,746	68,678	75,250	82,500

POSITION DESCRIPTION

The Functions Manager is generally responsible for the sale, administration and delivery of function events.

MAIN RESPONSIBILITIES

- Supervises the daily operation of all club functions.
- Supervises required function set up.
- Oversight of function staffing requirements and monitoring of wage costs.
- Oversees preparation of club function marketing collateral.
- Receives on-site appointments with function enquirers, working up function quotes and upon confirmation, event run sheets.
- Preparation of regular reporting summarising events and financial outcomes.

Clubhouse Operations / Food & Beverage

Bar Manager

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	21	62,744	60,000	62,777	67,000	70,288	66,000	70,000	74,531
\$1,501 to \$2,500	12	59,381	54,250	56,188	65,250	66,422	60,500	64,000	71,500
\$2,501 to \$3,500	15	62,961	58,999	64,179	66,500	70,257	64,898	70,596	73,900
More than \$3,500	31	68,411	62,399	66,700	71,993	77,575	71,500	74,162	83,277

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	18	59,153	55,250	60,000	62,250	66,265	61,350	66,000	70,750
\$2.5 million - \$4 million	10	63,954	57,625	62,500	70,250	72,299	65,525	69,100	78,250
\$4 million - \$6 million	22	63,418	58,825	63,399	65,749	71,661	64,725	71,048	73,115
More than \$6 million	29	68,822	65,000	70,000	72,000	77,229	71,500	77,583	84,053

POSITION DESCRIPTION

The Bar Manager is responsible for the daily provision of Bar and beverage services to members and other users of the club.

MAIN RESPONSIBILITIES

- Management of the daily operation of the Bar.
- Oversight of all staff and service delivery, ensuring required services are being provided.
- Daily responsibility for cash management, including cash counting and float preparation.
- Regular checks with regard to beverage stock, ordering of required items, receipt of invoices and stock delivery.
- Participates in beverage stocktake process.
- Ensures department and work environment meets OH&S requirements.

Clubhouse Operations / Food & Beverage

Executive Chef

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	14	80,842	68,500	76,891	83,500	90,725	75,500	85,274	95,000
\$1,501 to \$2,500	20	76,940	70,000	76,000	83,999	84,858	79,200	85,623	92,029
\$2,501 to \$3,500	24	84,413	79,125	83,705	92,994	93,714	87,250	92,950	102,475
More than \$3,500	47	99,596	90,000	95,000	110,895	111,321	99,000	104,500	124,650

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	10	71,237	60,000	72,500	79,750	78,882	67,000	82,000	87,450
\$2.5 million - \$4 million	16	76,683	70,545	76,891	83,058	85,903	79,800	86,142	93,502
\$4 million - \$6 million	38	87,147	80,000	84,332	97,202	96,133	88,000	92,765	106,922
More than \$6 million	41	100,649	90,000	95,000	111,114	113,127	100,000	105,000	125,000

POSITION DESCRIPTION

The Executive Chef has full responsibility for kitchen management and the daily provision of food to members, function guests and other users of the club.

MAIN RESPONSIBILITIES

- *Manages all of the activities of the kitchen staff required to prepare and deliver food to the dining areas of the Club.*
- *To operate the kitchen within food cost and wage budgets as set down by the General Manager.*
- *The purchase of all food and other related stock required by the kitchen.*
- *Daily liaison with food suppliers.*
- *Oversight of appropriate food storage and stock rotation.*
- *Is actively involved in the food preparation process, training and guiding other kitchen staff.*
- *Assess and make recommendations on staff training issues.*
- *Participates in food stocktake process.*
- *Ensures department and work environment meets OH&S requirements.*

Golf Operations

Director of Golf

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	7	85,114	86,275	90,000	95,000	100,418	100,833	105,000	108,129
\$1,501 to \$2,500	10	83,085	75,150	82,500	93,250	92,638	82,665	94,250	102,575
\$2,501 to \$3,500	11	99,056	91,900	99,255	107,532	114,780	104,200	115,500	124,250
More than \$3,500	30	107,386	95,000	106,503	120,000	120,992	104,625	121,000	134,500

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	6	72,349	64,183	72,800	84,900	82,238	71,351	81,580	93,390
\$2.5 million - \$4 million	6	96,334	90,750	94,000	98,754	109,042	104,625	105,000	110,588
\$4 million - \$6 million	20	93,947	85,000	94,500	100,115	105,177	94,625	104,750	111,375
More than \$6 million	26	109,492	95,771	110,000	121,350	125,786	113,250	124,250	139,749

POSITION DESCRIPTION

The Director of Golf is responsible for the management of all golf services, including member play, guest play, corporate events and operation of the golf shop.

MAIN RESPONSIBILITIES

- Implement policies established by the General Manager, Match/Golf Operations Committee and the Board of Directors with respect to the management and administration of the Club's golf operations and facilities.
- Ensures that an appropriate range of golf equipment, apparel and accessories is available for sale to members and visitors to the club.
- Oversight and management of all golf events, including field starting.
- Oversight of golf cart management, member equipment cleaning, club repair and bag storage services.
- Can act as or oversee the work of a Course Marshal.
- Oversight of course dress policies.
- Regular reporting to Club management regarding golf activities.
- Ensures department and work environment meets OH&S requirements.
- Attend monthly Course and Golf Operations Committee meetings.
- Assist in the preparation of annual budgets, particularly those accounts related to the club's golf operations department.
- Ensure effective communication with other department heads regarding the requirements for corporate days.
- Undertakes external marketing, primarily for corporate and social golf.
- Assesses and makes recommendations on staff training issues.

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	20	74,888	60,277	70,870	78,188	85,925	74,296	83,750	90,919
\$1,501 to \$2,500	16	70,661	56,034	68,750	82,750	80,158	69,688	76,000	91,025
\$2,501 to \$3,500	17	78,700	67,580	78,000	87,700	88,780	74,338	88,000	98,000
More than \$3,500	35	80,514	68,978	80,000	93,000	89,634	76,500	91,164	102,025

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	11	66,082	58,041	62,500	67,811	74,645	67,375	71,500	77,500
\$2.5 million - \$4 million	14	72,052	58,060	67,500	77,250	81,483	70,312	76,000	85,125
\$4 million - \$6 million	26	78,975	70,435	75,505	87,925	89,593	82,125	86,500	97,700
More than \$6 million	37	80,952	70,000	80,000	90,000	90,681	78,375	93,002	101,688

POSITION DESCRIPTION

Depending on the presence of a Director of Golf, the Golf Operations Manager is responsible for the management of all golf services, including member play, guest play, corporate events, and operation of the golf shop.

MAIN RESPONSIBILITIES

- Work with their direct report (General Manager, Director of Golf) and Match/Golf Operations committee to ensure the efficient running of Club golf events.
- Planning and undertaking daily golfing activities.
- Ensuring all timesheet and booking processes are operating via computer and internet.
- Prepares, controls and implements all Golf Operations rosters in conjunction with the General Manager.
- Attend Match/Golf Operations Committee meetings, preparing agendas and ensuring all follow up is completed.
- Weekly maintenance of the golf ball prize rundown.
- Maintain and update all vouchers and prize registers.
- Administer all scoring of competitions.
- Monitor and ensure adequate stock of Match/Golf Operations requirements including trophies, vouchers and scorecards.
- Maintenance of all scoreboards, notice boards and score or golf event notice areas.
- Maintenance of Website areas that require golfing information.
- Accurate processing of members and guest handicaps.
- Collation of all results for competition presentations.
- Oversees the golf cart rental and maintenance program.

Golf Operations

Golf Shop Assistant

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	18	53,574	47,078	53,780	60,000	60,182	53,350	59,158	68,025
\$1,501 to \$2,500	20	49,385	43,354	50,000	60,000	54,853	49,080	55,000	66,000
\$2,501 to \$3,500	13	49,536	40,330	52,000	59,992	55,216	44,363	57,200	65,992
More than \$3,500	33	59,765	51,500	60,000	65,000	67,289	56,650	67,375	74,250

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	13	46,321	43,472	49,084	50,000	51,622	47,819	55,000	55,000
\$2.5 million - \$4 million	9	54,844	50,000	55,000	60,000	61,484	55,000	60,500	68,365
\$4 million - \$6 million	30	51,414	47,078	50,500	59,998	57,140	52,166	55,550	65,998
More than \$6 million	32	60,314	55,170	60,000	64,756	68,127	60,687	67,750	74,063

POSITION DESCRIPTION

The Golf Shop Assistant is responsible for assisting golfers with bookings, buggy hire, golf club repairs and service, sales advice on golf clubs and related sundry equipment, using the Pro Shop systems and processes.

MAIN RESPONSIBILITIES

- Provides retail sales service to members and public visitors to the club.
- Depending on the presence of a dedicated field starter, completes field starting calls for competitions.
- Undertakes course marshalling services.
- Repairing, cleaning and storing of members clubs stored at the Pro Shop.
- Daily cash reconciliation of department point of sale.
- Assists with the administration of club competitions and results.

Golf Operations

Trainee Golf Professional

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	6	46,390	42,253	45,500	47,500	53,545	49,250	52,150	54,450
\$1,501 to \$2,500	16	47,533	44,036	47,500	55,000	53,150	48,614	52,500	60,500
\$2,501 to \$3,500	9	46,858	42,509	44,000	49,100	52,995	46,760	48,400	54,500
More than \$3,500	31	48,307	42,602	46,872	53,800	53,140	47,210	51,863	58,193

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	7	48,457	45,000	46,000	51,910	54,289	50,750	55,000	57,101
\$2.5 million - \$4 million	6	51,908	48,190	53,336	55,824	58,957	57,754	61,105	62,164
\$4 million - \$6 million	22	44,417	41,378	43,117	48,681	49,471	46,094	48,200	53,549
More than \$6 million	27	49,270	42,919	47,000	54,800	54,642	47,233	52,525	59,513

POSITION DESCRIPTION

While undertaking the required PGA traineeship, the Trainee Golf Professional is responsible for carrying out all tasks as delegated by their PGA-qualified supervisor to help ensure the smooth running of all golf operations tasks.

MAIN RESPONSIBILITIES

- Provides retail sales service to members and public visitors to the club.
- Assists with competition management including starting and finishing processes.
- Undertakes course marshalling services as required.
- Cleaning and storing of members clubs stored at the golf shop.
- Conducting club repairs as required.
- Conducting lessons as directed by relevant PGA-qualified supervisor.
- Performs any reasonable duties, including those as directed by the Director of Golf or Golf Operations Manager, to ensure smooth operations of golf operations.



Koorringal Golf Club, Victoria
Image: David Brand

Golf Course Maintenance Department

Golf Course Maintenance Costs and Staffing Counts

Course maintenance costs remain the largest operating cost incurred within a golf facility, the size of which has a direct link to revenue earned. Table 10 summarises course maintenance costs as a percentage of total operating revenue and (full time equivalent) employee counts by this department.

Golf Course Base Salary and Total Remuneration Summary

Table 11 provides summary data from the five key course positions included in this report, showing base salary and total remuneration. Total remuneration includes salary, and the value of all on-costs (superannuation, car, phone, laptop, FBT costs etc.)

TABLE 10: COURSE MAINTENANCE COSTS & EMPLOYEE COUNTS

Cohort	Avg. Course maint. costs	Course maint. costs as % of revenue	Avg. Employees
ANNUAL SUBSCRIPTION			
Less than \$1,500	737,096	19%	7.4
\$1,501 to \$2,500	845,903	26%	7.2
\$2,501 to \$3,500	1,114,546	25%	12.6
More than \$3,500	1,825,777	26%	13.6
OPERATING REVENUE			
Less than \$2.5 million	568,443	31%	5.2
\$2.5 million - \$4 million	845,799	25%	9.4
\$4 million - \$6 million	1,145,501	24%	11.8
More than \$6 million	1,836,887	22%	13.0
OVERALL	1,133,265	24%	10.1

TABLE 11: SUMMARY OF WAGE RESULTS

POSITION	COUNT	BASE SALARY	TOTAL REMUN'N	BASE SALARY %	TOTAL REMUNERATION		
					25TH PERCENTILE	MEDIAN	75TH PERCENTILE
Course Superintendent	157	121,269	142,863	85%	105,000	126,810	165,020
Asst. Course Superintendent	140	76,448	87,469	87%	75,000	87,388	96,735
Greenkeeper (qualified)	143	56,998	63,703	89%	57,750	61,849	68,250
Groundsperson	125	50,818	56,633	90%	51,382	55,000	60,500
Equipment Technician	106	70,755	79,071	89%	69,366	78,139	89,780

Golf Course Maintenance Department

Course Superintendent

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	45	91,327	81,806	90,000	102,500	106,987	93,500	105,000	121,000
\$1,501 to \$2,500	36	97,539	85,000	92,400	109,825	115,966	95,938	115,000	131,250
\$2,501 to \$3,500	30	121,712	105,011	113,250	135,000	144,895	119,875	142,050	169,450
More than \$3,500	46	168,844	136,541	157,398	181,801	197,684	162,150	191,617	222,172

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	36	86,539	80,000	85,000	95,000	101,192	90,150	95,000	110,206
\$2.5 million - \$4 million	32	101,476	91,350	100,000	110,000	119,432	104,700	118,600	132,000
\$4 million - \$6 million	45	120,290	100,000	113,000	137,250	143,365	120,000	135,000	172,600
More than \$6 million	44	165,083	131,946	153,398	186,551	193,485	151,964	177,477	222,872

POSITION DESCRIPTION

The Course Superintendent/Course Manager is fully responsible for the golf course and surrounding grounds, seeking to deliver a course that meets the standards as set down by the Board. To implement the Maintenance Program and Development Program to ensure the environmentally sustainable and continuous improvement of the golf course.

MAIN RESPONSIBILITIES

- In conjunction with the General Manager, implements the course policies and directives of the Board.
- Oversees the day to day maintenance operations undertaken on the course.
- Manages all of the activities of the maintenance team required to prepare and deliver the golf course ready for daily play.
- To operate the department within budgets as set down by the General Manager.
- Liaison with suppliers and the purchase of all course inputs.
- Has overall responsibility for the operation, cleaning, maintenance, security and turnover of all golf course machinery.
- Oversees any construction or reconstruction as determined necessary by the Board or Greens Committee.
- Is actively involved in the chemical management process, training and guidance of staff.
- Performs all necessary administrative activities surrounding daily course maintenance practices.
- Assess and make recommendations on staff training issues within prescribed budgets.
- Responsible for the recruitment and management of all course staff and related staffing matters.
- Responsible for overseeing the induction and training of all new staff.
- Ensures department work practices and work environment meets OH&S requirements.
- Ensures the environmental compliance of the golf course.

Golf Course Maintenance Department

Assistant Course Superintendent

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	33	67,135	62,000	66,000	71,457	75,291	69,500	73,000	78,962
\$1,501 to \$2,500	33	68,240	64,318	67,000	74,000	78,943	72,000	78,900	86,594
\$2,501 to \$3,500	28	78,480	72,375	78,500	85,000	90,379	82,107	88,970	98,794
More than \$3,500	46	87,779	80,000	85,000	94,408	100,550	90,400	96,282	104,420

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	27	64,547	60,000	65,000	70,000	74,986	68,310	72,184	80,000
\$2.5 million - \$4 million	26	72,304	65,250	72,085	80,000	82,490	73,000	82,044	90,975
\$4 million - \$6 million	43	75,375	69,634	74,800	82,500	86,315	77,000	83,334	97,055
More than \$6 million	44	87,247	80,000	85,000	93,803	99,199	88,839	95,125	104,261

POSITION DESCRIPTION

The Assistant Course Superintendent assists in the daily delivery of the golf course and surrounding grounds to the standards as set down by the Board and expectations of the Superintendent. To assist the Course Superintendent to implement the Maintenance Program to ensure the environmentally sustainable continuous improvement of the course.

MAIN RESPONSIBILITIES

- In conjunction with the Course Superintendent, assists with the supervision of the day to day operations of the course.
- Supervises any construction or reconstruction as determined necessary by the Board or Greens Committee.
- Is actively involved in the chemical management process, training and guidance of staff.
- Performs all necessary administrative activities surrounding daily course maintenance practices.
- Ensures department work practices and work environment meets OH&S requirements.
- In conjunction with the Course Superintendent to be responsible for the induction and training of all new staff.
- In his absence from the golf course, or by prior arrangement when otherwise required, temporarily assume the responsibilities of the Course Superintendent.

Golf Course Maintenance Department

Greenkeeper (qualified)

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	40	55,388	50,000	54,726	60,000	61,838	55,750	60,202	66,000
\$1,501 to \$2,500	31	54,720	50,773	54,000	58,465	61,805	56,314	60,500	67,845
\$2,501 to \$3,500	27	57,212	54,500	56,661	61,500	63,774	60,500	62,327	70,400
More than \$3,500	45	59,871	54,004	58,867	65,000	66,625	59,488	64,753	71,500

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	30	54,452	50,000	54,630	57,750	61,690	55,049	60,500	65,750
\$2.5 million – \$4 million	28	55,808	52,611	55,000	60,000	62,529	59,333	63,250	66,422
\$4 million – \$6 million	42	56,706	51,538	54,957	60,000	63,036	56,861	60,500	68,625
More than \$6 million	43	59,836	53,559	59,280	65,000	66,523	58,915	65,208	71,500

POSITION DESCRIPTION

To perform as an active member of the Course Maintenance team in the performance of necessary greenkeeping duties as outlined by the Course Superintendent, by utilising skills and knowledge developed through formal and workplace training.

MAIN RESPONSIBILITIES

- *General green keeping duties:*
 - » *Safe and efficient operation of all mowing equipment;*
 - » *Setting up course for day's play;*
 - » *Bunker maintenance;*
 - » *Pest identification and control.*
- *Irrigation system maintenance and management.*
- *Identification and reporting of areas for improvement, or problems that may be compromising the maintenance of the course in accordance with the Turf Management Plan, Environmental Policy, and Occupational Health and Safety Policy.*
- *Undertakes any other work as directed by the Course Superintendent.*

Golf Course Maintenance Department

Groundsperson

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	38	49,117	45,000	47,000	51,500	54,561	49,500	52,250	58,900
\$1,501 to \$2,500	23	49,426	45,695	48,000	52,500	55,702	50,264	55,000	60,250
\$2,501 to \$3,500	22	52,289	49,552	50,371	54,750	57,740	54,823	55,908	60,375
More than \$3,500	42	52,347	48,413	51,198	55,000	58,437	53,731	57,200	61,081

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	28	47,842	45,000	46,382	49,625	53,512	49,500	51,850	55,000
\$2.5 million - \$4 million	23	51,009	46,685	50,000	55,000	57,126	51,849	58,000	60,500
\$4 million - \$6 million	36	51,758	46,756	51,465	55,000	57,469	51,432	56,650	62,031
More than \$6 million	38	52,004	48,731	50,000	55,527	57,841	53,731	55,557	61,080

POSITION DESCRIPTION

To perform as an active member of the Course Maintenance Team in the performance of necessary greenkeeping duties as outlined by the Course Superintendent, by utilising skills and knowledge developed through formal and work place training.

MAIN RESPONSIBILITIES

- *General green keeping duties:*
 - » *Safe and efficient operation of all mowing equipment;*
 - » *Setting up course for day's play;*
 - » *Bunker maintenance;*
 - » *Pest identification and control.*
- *Irrigation system maintenance and management.*
- *Identification and reporting of areas for improvement, or problems that may be compromising the maintenance of the course in accordance with the Turf Management Plan, Environmental Policy, and Occupational Health and Safety Policy.*
- *Undertakes any other work as directed by the Course Superintendent.*

Golf Course Maintenance Department

Equipment Technician / Mechanic

BY ANNUAL SUBSCRIPTION

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$1,500	23	55,559	55,000	59,813	63,195	61,769	60,500	65,794	70,000
\$1,501 to \$2,500	16	63,659	59,325	62,500	68,940	70,919	65,393	70,701	76,026
\$2,501 to \$3,500	22	71,092	65,325	71,035	75,066	78,774	72,645	78,139	82,573
More than \$3,500	45	80,879	73,950	79,153	86,173	90,958	82,500	89,118	96,096

BY OPERATING REVENUE

COHORT	n	BASE SALARY				TOTAL REMUNERATION			
		MEAN	25th	MEDIAN	75th	MEAN	25th	MEDIAN	75th
Less than \$2.5 million	14	53,764	54,250	57,500	61,500	60,469	59,675	65,500	70,000
\$2.5 million - \$4 million	13	62,635	60,000	65,000	69,022	69,786	69,564	72,000	75,924
\$4 million - \$6 million	39	68,954	60,082	71,000	75,044	76,428	66,840	78,177	82,575
More than \$6 million	40	81,096	72,473	78,020	89,250	91,177	79,721	89,982	100,600

POSITION DESCRIPTION

The Mechanic / Equipment Technician is fully responsible for the servicing and maintenance of all course equipment.

MAIN RESPONSIBILITIES

- Maintains a regular service program and replacement timeframe for all maintenance machinery.
- Performs regular service on all maintenance machinery.
- Purchases all required course machinery inputs, and spare parts.
- Daily assistance with required general course maintenance.
- Undertakes any other work as directed by the Course Superintendent.

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