

## TIME AND MOTION ON THE GOLF COURSE

### Can we achieve more with less effort?

#### *Obstacles.*

AT first sight, greenkeeping is not the sort of work which study of the operations involved can simplify. Weather, soils, competitions, overtime, machinery, all these vary so widely that the systems adopted for each course are not easily comparable. But with smaller staffs producing the same and better playing conditions, it is worth pausing sometimes to consider whether the simple, basic routines are still suited to present circumstances. The greenkeeper will know better than anyone the snags in thinking on these lines and the limits beyond which this kind of analysis cannot be pushed, but the cultivation of an enquiring and experimental attitude may well be rewarding if only through the interest and mental exercise which it stimulates.

One may easily spend more time and effort on a job than is necessary, simply through failing to fetch the proper tool or through starting without thought how it can best be tackled. Habit induces preference for a certain method, not a desire to try another. Even when another method is tried, it may be rejected as slower because the trial is too short for comparable proficiency to be developed. Sometimes old systems persist when machines, manpower or skills have changed.

#### *Questions*

Many work problems are too complicated to be solved in the head as the result of observation. They may require analysis and records. Is it certain that the walking between mowing eighteen greens is reduced to a minimum? Where two or more men are mowing at one time, is it certain that the work is divided to the best advantage? What is the shortest route from the machinery sheds and back, visiting each green on the way? To answer such questions it may be necessary first to record the times and distances travelled.

The same kind of analysis may be extended to bunker-raking, fairway mowing, and all the routine jobs involving time lost in moving between the places of work.

#### *Commonsense*

Mr D. H. Lloyd, Lecturer in Farm Management at Reading University, has recently been studying work from the farming point of view but his conclusions are applicable generally. He found that although expert advice had brought many improvements, commonsense observation by the man on the spot could give the same results. He gives eight simple principles which can be applied to any job to indicate whether the method is wasteful. They may well give the greenkeeper a new train of thought which will help him to achieve more with less effort from the staff available.

#### *Eight Rules*

- (1) *Make sure the work is made easy by ensuring that the worker is comfortable and using simple tools and gravity rather than human effort*
- (2) *Keep places of work as near together as possible and arranged to avoid unnecessary travelling, with tools handy to the work site*
- (3) *Arrange travel in straight lines and avoid back-tracking*
- (4) *When carrying or hauling loads, always take the maximum comfortable load to avoid unnecessary journeys*
- (5) *Use tools which suit the job*
- (6) *Balance the efforts of each worker in a team with the others, remembering that large gangs invariably breed wasted time*
- (7) *Try to finish off each job at the point where the next one will start*
- (8) *Examine each job to see whether it is necessary, can be done more easily or quickly, or can be combined with other jobs.*

*(The British Golf Greenkeeper, 1959)*