
LOOKING FOR A NEW JOB

Last month we discussed the preparation of a Curriculum Vitae and the setting out of a letter of application in response to an advertisement for a Head Greenkeeper. It was also shown there is a distinct Buyer and Seller relationship between the employer who advertises the vacancy and the person applying for the position.

It is now worth looking at this relationship in a little more depth, because once the applicant reaches the interview stage the roles of buyer and seller become much more defined.

A well prepared advertisement designed to attract quality applicants is a highly skilled job. That is why larger companies give the job to specialist recruitment agencies. The job announcement is invariably aimed at a person already gainfully employed, may be thinking of looking for a fresh challenge, but would not be tempted to apply for a position offering less than he is receiving in his present job.

Offering less is not necessarily money. *People are not motivated by money.*

Before you jump up and down and tear this magazine to pieces after such an outrageous statement, let us look at the reasons people are persuaded to give up the security of regular employment to take a step into the unknown.

Frederick Hertzberg, a behavioural scientist, said that people will work harder and longer for factors other than money.

He lists these motivational factors as - Self Expression in the Job — the opportunity to Develop One's Own Ideas - Additional Responsibility both for Others and Overall Results - The Facility for Personal Achievement - Prospects of Promotion - Recognition of Effort and Encouragement for Further Education and Training.

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In order for these motivational factors to be brought into play, the conditions known as the 'Hygiene Factors' must be available. In the job environment for greenkeepers these would include - An attractive part of the country, good working conditions with adequate up to date equipment. Acceptable working relationship between self and employer and similarly between self and staff. Reasonable holidays and time off.

The availability of fringe benefits such as a car and clothing allowance, automatic membership of the golf club and acceptance of one's wife in the social scene.

These Hygiene Factors, provide the right conditions to allow the Motivational Factors to be brought into play. To this list must be added Money. Unless the salary scale is within acceptable limits, the right candidates will not apply for the position.

The professional job advertisement sets out to attract the top applicants by first listing some of the hygiene factors. - 'A pleasant parkland course in an attractive area of the country'. - 'The successful applicant will be provided with a modern three bedroomed house'. - A generous expense allowance will be paid for car and telephone'. - The club operate a non-contributory pension scheme'.

Later in the advertisement the motivational factors might be listed, such as - 'The successful candidate will be expected to supervise the construction of a further nine holes'. - 'Within the next two years the role of Head Greenkeeper will be enlarged to Course Manager'. - 'Training in financial controls will be given by our Accountant together with attendance at short courses and selected seminars'.

Put in the correct sequence the hygiene and motivational factors can have a substantial effect on the number and quality of response.

Would you apply for a job which boldly stated.

**Wanted - Head Greenkeeper
Apply to Secretary with
two references?**

At this stage the prospective employer is the Seller and you, the advertisement reader, are the Buyer. Once you put pen to paper and make your application the roles are reversed and it is you who will set out to sell your services and the employer who will buy them.

It is essential to be aware of these roles when you reach the interview stage.

If you followed the advice in the last article, produced a C.V. and wrote a concise letter of application, neatly typed, with a photograph of yourself looking bright eyed and bushy tailed it is a racing certainty you are now on your way to the interview.

An interview is best described as '**a conversation with a purpose**'. The purpose of the prospective employer is to discover your suitability for the post and uncover, if he can, any murky and sinister happenings in your past.

Your purpose is to convince the prospective employer that not only are you the most suitably qualified, most experienced, hard working, totally dedicated of all the applicants, you are so good they will increase the salary, to a level you cannot refuse.

Interviews for Greenkeepers and Course Managers in this country, are almost always by Committee. There may be a preliminary meeting with an individual but if one arrives smartly dressed, acts alive and alert with a noticeable degree of keenness this little hurdle should not produce any problems.

The word 'Role' has been used several times and this is precisely the position taken by both the Interviewer and Interviewee. Each is playing out a role. If the Committee type interview takes place, your first task is to discover who is in charge and who is likely to carry most weight when the decision making takes place. Answers and later questions can be generally directed in his direction.

Professional interviews usually follow a planned path to ensure the correct selection is made. The usual method is known as the 'Seven Point Plan'. It is unlikely the average golf club would exactly use this format unless they have a Selection Specialist or Personnel Manager as a member, but it is quite a useful method for the interviewee to use as a thought collector to put his selling facts into chronological order.

Firstly, under the heading of Physical be aware of your appearance, and how you speak. You do not have to cultivate the voice of a 'Sloane Ranger', but be aware of how you sound to others.

Education, work experience and training will be listed on your C.V., but be prepared to enlarge on the bare facts previously put in writing.

You will certainly be assessed under the heading of General Intelligence. This will emerge during your answers to questions. If something is asked which is not fully understood do not be frightened to say so. There are no marks for answering a wrong question.

Have at your finger-tips under the heading of Aptitudes your mechanical

skills, greenkeeping skills, book-keeping abilities and any knowledge of producing written plans and programmes. Should you have any examples of work schedules there is likely to be an opportunity to produce them to illustrate a point in your answer. Someone is bound to ask about your interests outside the job. Do not deny having any.

People without any interests other than work are boring, narrow minded and often resistant to change. Be enthusiastic, but not to the extent it gives the impression it takes priority over the job.

Interview panels will certainly assess a man's disposition. Will he be accepted by other members of the staff? Does he have Leadership qualities? Will he lead by example, form his subordinates into a team or be an autocrat? They will also attempt to discover whether the candidate is reliable, dependable, loyal and has the confidence to handle problems and make decisions.

Lastly the Seven Point Plan considers Circumstances, Marital Status, Dependents, Mobility and Financial Considerations such as house ownership.

If all the facts under these headings are considered and jotted down on a piece of paper before the interview takes place, answers will flow freely and smoothly on the day.

How much should I say? - is the question often asked. The rule for Interviewers is that they should speak for only 10% of the time and listen

for the other 90%, but very few can restrict their conversation to these limits. They should ask 'open ended questions', beginning with Who, Why, When, What, Where and How, instead many put closed questions and receive Yes and No answers, stifling a flowing conversation.

Try to avoid the Yes, No, reply and qualify the answer you give, it helps to create a meaningful dialogue.

Most interviews last about half an hour and during this time you will be asked if there are any questions you wish to ask. Make sure you have some prepared. It is essential to do your homework before the interview and find out as much about the job as possible. Be ready to clarify any points concerning the conditions of service, to whom you are responsible and the degree of accountability.

One well-known Head Greenkeeper asked for a Sunday morning interview arrived in the town on a Saturday evening. He climbed over the fence of this Championship Course and walked every hole. When interviewed he was able to discuss the layout of the course in depth and raised several points of interest concerning future developments.

The man who succeeds at the interview stage is the one who sells himself, and his worth to the employer. He can only do that if he has the confidence to believe in his own abilities. If you can convince yourself it is only a matter of presentation to persuade someone else, you are the best candidate for the job.



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