11/8/10   09:04:10

To agree individual goals (see ‘How to Develop an Appraisal System’, and ‘How to Prepare for an Appraisal’). What is important is that you get it right for your organisation.

1. Cascading goals
goal describes a measurable outcome or result that needs to be achieved.

A Definition goals down through the organisation. You should do to help achieve them. This requires a management process to be in place that cascades top-level

The formation of goals that set out what a business is aiming to achieve is a key part of business planning.

THE

components off CNC machines

Manufacturing Team

To reduce scrap/reject
by 2%, by June 20XX

UK

Development Fund.

To access the “How To...” guides, log on to the BIGGA Members Area at www.bigga.org and click on Member Resources.

“The How To...” guides are now available exclusively to BIGGA Members, on a range of Human Resource topics.

These short, handy guides provide practical, step by step guidance on a range of subjects. The guides can be downloaded and used to help you develop your knowledge and implement new processes within your workplace.

To download and learn

How to conduct a one-to-one meeting
How to conduct a team briefing
How to prepare for an appraisal
How to recruit the right staff
How to write a job description

Exclusive to BIGGA members

1. ‘How to Cascade Goals to Teams and Individuals’

A cascading goals is like a waterfall - the top level sets the vision for the organisation, and the teams at the bottom cascade the top level through their strategies and actions.

To paraphrase that well known TV show, ‘Should we keep Harrogate Week? You decide!’

Greenkeepers may not be able to continue to thrive in the profession without producing CPD certificates.

Much will be written about Continuing Professional Development (CPD) in the coming months and years.

To continue in the profession Greenkeepers will have to embrace CPD. It is highly likely, for example, that Pesticide Sprayers Operators Certificates of Competence are to become time-limited, requiring a re-sit every three years - unless the operator can prove ongoing CPD.

This ‘compulsory’ CPD exists in other professions. Just as lawyers and dentists cannot continue in their profession without attending the seminars that update their skills and awareness then pretty soon greenkeepers may not be able to continue in the profession without producing CPD certificates every year.

BIGGA will support your advancement all the way, providing the opportunities to keep up with quality CPD.

I refer anyone in the slightest doubt about this to (for example) John Albutt’s Pesticide Update Course (12 CPD points) on the Monday of Harrogate Week 2011.

BIGGA wishes to introduce a modern, industry-recognised CPD scheme which delivers exactly the opportunities that are needed for today’s greenkeepers to thrive. However, without your help and participation the scheme would not be as effective or as user-friendly.

If you are an Assistant, or you know an Assistant who perhaps has never attended Harrogate Week, or who perhaps has felt overwhelmed at the prospect – then make a resolution to attend Harrogate Week in 2011. There you will find something for everyone, and equal status as far as development is concerned. CPD has never been just for Master Greenkeepers.

It can be very lonely at times, and this brings me back to the networking and support that BIGGA can offer.

BIGGA has the systems in place for you to get up-to-date advice and support.

Let me also assure you that your volunteer Board of Directors has the vision and the determination not to shrink from difficult decisions if they are in the best interests of our members and the best interests of the greenkeeping profession.

October 2010 13