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

“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 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 a new benefit of BIGGA membership and are brought to you thanks to the continuing support of the contributors to the Learning and Development Fund.

Cascading goals means breaking down the organisational goals into a series of smaller goals that describe what should do to help achieve them. This requires a management process to be in place that cascades top-level goals down through the organisation.

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

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

How do you know the Ryder Cup?

1. In which town did Samuel Ryder make his living as a seed merchant?
2. Who memorably defeated Jack Nicklaus twice in Ryder Cup singles in the same day?
3. In which year did Europe take over from GB&I as USA’s rivals?
4. Seve Ballesteros was one of the two Continental Europeans in that team. Who was the other?
5. When Bernhard Langer missed his 18th green putt to share the 1991 Ryder Cup who was he playing?
6. Who are Europe’s and the USA’s all time leading points scorers?
7. What colour jumper was Sam Torrance wearing when he sealed victory for Europe on the 18th hole of The Belfry in 1985?
8. Monty has played singles eight times and never lost winning six and halving two. He has played two Americans twice in that time. Who are they?
9. Jack Nicklaus famously refused to make Tony Jacklin hole a putt to share the 1969 Ryder Cup. Where did the match take place?

Across
1 A place name (7)
5 A type of citrus beverage (7)
9 1996 book by Hillary Rodham Clinton (2,5,1,7)
10 A daily feature attempted by all the best people (9)
12 INFANT HAS HELP (anag) (5,2,3,3)
16 Self-contained bomb launched from a ship or aircraft (6,7)
19 The building block of a digital picture (5)
21 Composer played by Gary Oldman in 1994’s Immortal Beloved (9)
23 1932 musical famously parodied by Morecambe & Wise (6,2,3,4)
24 Transmitters of messages (7)
25 Doubt or mistrust (7)

Down
1 A small, involuntary movement (6)
2 Low quality novel written with the primary intention of making money (9)
3 Colloquial term for “Little Boy” and “Fat Man” (8)
4 Inhabitant of Russia’s largest city (9)
5 Extremely angry (5)
6 Those with an evil or wicked disposition (9)
7 To hurt or humiliate (5)
8 A gourmet (6)
9 Type of painting, typically of fruit (5,4)
10 Loose in France (5)
11 Make easier to endure (9)
12 Large involuntary movements (6)
13 Disentangle (6)
14 A type of citrus beverage (7)
15 Atom number 54, discovered by Sir William Ramsay (5)
16 Supreme happiness (5)
17 Pays attention (5)

CROSSWORD

SUDOKU

Fill in the grid so that every row, every column and every 3x3 box contains the numbers 1 to 9.

MONSTER SUDOKU

Fill in the grid so that every row, every column and every 4x4 box contains the numbers 0 to 9 and the letters A to I.

Our monthly puzzle page to keep you entertained when you’re forced indoors.

Download and learn

How to series

THE HOW TO SERIES

exclusive to BIGGA members

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**Fraserburgh Links Golf Club**

_est 1777_

Requires a **Deputy Head Greenkeeper**.

Ability to work individually and as part of our existing team. Enthusiasm, motivation and a keen eye for detail. Spraying certificates PA1/PA2 and PA6 would be desirable. Salary according to experience.

Please apply in writing with full CV and 2 referees to:

John Littlejohn, Course Manager, Fraserburgh Links Golf Club, Philorth Links, Fraserburgh, Aberdeenshire, AB43 8TL or email to: secretary@fraserburghgolfclub.org

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**Golfclub Hanau**

Situated on the outskirts of Frankfurt.

Golfclub Hanau is one of Hessens oldest and finest park land Golf Clubs. A proud member of the Leading Golf Courses of Germany, we strive to present the course to the highest possible standard: To help us maintain these standards, we are seeking to recruit an enthusiastic, capable and reliable Deputy Course Manager. The position will commence in January 2011.

The successful candidate would ideally possess the following attributes.

- Qualified to the appropriate level, and possess the relevant job related certificates
- Good team player with the ability to lead and mentor others
- Highly motivated with fine attention to detail
- Skilled in all aspects of greenkeeping (importantly spraying)
- Skilled in all aspects of irrigation system and machinery maintenance
- A basic knowledge of the German language would be helpful but not essential. However, we will actively encourage and support the successful candidate to learn the language.

Salary is commensurate with experience and in line with BIGGA guidelines. Applications should be made in writing or by email, accompanied by full CV to:

Chris Knowles, Course Manager, Golf Club Hanau-Wilhelmsbad
Franz-Ludwig-von-Cancrin-Weg 1a, 63454 Hanau, Germany
Email: coursemanager@gmx.de

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**Ransomes Jacobsen Ltd**

Driving Environmental Performance

West Road, Ipswich, IP3 9TT UK
Tel: +44 (0) 1473 270000
Web: www.ransomesjacobsen.com

Ransomes Jacobsen Limited, one of the leading manufacturers of turf maintenance equipment for the golf course, municipal and professional lawn care markets, are looking to recruit a Greenkeeper on a one year sponsored placement, with the possibility of a further year’s extension for the successful candidate.

To demonstrate our products to potential customers, we have built a three-hole golf course at our manufacturing centre in Ipswich, which is now in its third season.

As the successful candidate you will be responsible for the routine maintenance of the golf course, a 7-a-side football pitch, assisting with customer visits, demonstrations and product training and general grounds maintenance around the area. Ideally you will have been working for at least a year in a golf course or fine turf environment, studying at NVQ level 2 in a turf or horticulture-related subject and be prepared to continue studying to achieve NVQ level 3.

We will actively encourage and support you in these studies and honour day release. This is a varied role and could be your springboard to a successful career in the turf care industry, so if you’re looking to progress and are interested in this career opportunity, please send or email your CV to:

Carol Molliere, HR Manager, Ransomes Jacobsen, West Road, Ransomes Europark, Ipswich, Suffolk IP3 9TT. Email: cmolle@tip.textron.com

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