“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.

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1. Cascading goals

A goal describes a measurable outcome or result that needs to be achieved.

Cascading goals means breaking down the organisational goals into a series of smaller goals that describe what 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.

How to Develop an Appraisal System
How to Prepare for an Appraisal

In some areas of the organisation, it may be enough to cascade goals down to the team level (e.g. in administration or production teams where they work together more as a team than as individuals). For some it is more appropriate 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.

How to Cascade Goals to Teams and Individuals

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

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

GI Manufacturing Team

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

To reduce part order deliveries by September 20XX

To achieve 10% stock reduction, by October 20XX

To agree 12 key supplier agreements which result in a 7% reduction in expenditure on purchased parts, by December 20XX

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CROSSWORD

Across

1. A place name (7)
2. A type of citrus beverage (7)
3. With book by Hillary Rodham Clinton (2,5,1,7)
4. A daily feature attempted by all the best people (9)
6. INFANT HAS HELP (anag) (5,2,3,3)
7. Self-contained bomb launched from a ship or aircraft (5,7)
8. The building block of a digital picture (5)
9. Composer played by Gary Oldman in 1994’s Immortal Beloved (9)
10. 1932 musical famously parodied by Morecambe & Wise (6,2,3,4)
11. Transmitters of messages (1 to 9)
12. 1969 Ryder Cup. Where did the match take place?
13. Type of painting, typically of fruit (5,4)
14. Boss in charge of a company (6)
15. Make easier to endure (9)
16. Extremely angry (5)
17. Large involuntary movement (9)
18. Disentangle (6)
19. Inhabitants of Russia’s largest city (9)
20. 1952 musical famously parodied by Morecambe & Wise (5)
21. Low quality novel written by Sir William Ramsay (5)
22. Pays attention (5)
23. Doubt or mistrust (7)
24. Inhabitant of Russia’s largest city (9)
25. Make easier to endure (9)

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” (5)
4. Inhabitants 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. Parody of painting, typically of fruit (5,4)
9. 1969 Ryder Cup. Where did the match take place?
10. The Belfry in 1985?
11. USA’s all time leading points merchant?
12. European and USA’s all time leading points scorer?
13. In which year did Europe take over from GB&I as USA’s rivals?
14. Imortal Beloved (9)
15. Make easier to endure (9)
16. Inhabitants of Russia’s largest city (9)
17. Large involuntary movement (6)
18. Disentangle (6)
19. Boss in charge of a company (6)
20. With book by Hillary Rodham Clinton (2,5,1,7)
21. Extremely angry (5)
22. Low quality novel written by Sir William Ramsay (5)
23. Low quality novel written with the primary intention of making money (9)
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25. Inhabitants of Russia’s largest city (9)

How well 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?
10. ‘How to Cascade Goals to Teams and Individuals’

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Lindum Turf

Lindum Turf under Managing Director, Stephen Fell, has been growing turf since 1984. Based at Thorganby in the Vale of York, the stone free sandy loam soils are ideal for growing turf to a very high standard.

A total of nine grades are grown with a particular emphasis on sports turf. As well as supplying golf clubs all over the country (and in Scandinavia), Lindum has recently installed turf for Murrayfield training pitches, the cricket test grounds at the Oval, Headingly, Cardiff and Old Trafford, and racecourses at York and Haydock Park.

Greens turf can be supplied grown on a USGA rootzone or as a washed turf. The washing of turf and its subsequent management is a technique which Lindum developed and successfully established – amidst much scepticism – 15 years ago. Three grades of tees and fairways were added to provide a fine fescue type grade which is deep rooting drought tolerant turf (RTF), shade tolerant and has been growing turf since 1984. Based at Lindum Turf under Managing Director, Stephen Fell, has been growing turf since 1984. Based at Thorganby in the Vale of York, the stone free sandy loam soils are ideal for growing turf to a very high standard.

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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, Pittforth 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 posses 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)
- Advanced knowledge of irrigation system and machinery maintenance
- While knowledge of the German language would be helpful it is not essential, however the willingness and ability to eventually learn the language would be expected.

Salary is commensurate with experience and in line with BIGGA guidelines. Accommodation is not provided. Applications should be made in writing or by e mail, 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**

West Road, Ipswich, IP3 9TT UK

Tel: +44 (0) 1473 270000

Web: www.ransomesjacobsen.com

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.

Designed by Howard Swan Golf Designs, the golf course received GEO certification in 2010, joining some illustrious company including St Andrews, Gleneagles, Celtic Manor and Loch Lomond.

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 Mellelieu, HR Manager, Ransomes Jacobsen, West Road, Ransomes Europark, Ipswich, Suffolk IP3 9TL. Email: cmellelieu@tip.textron.com

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Carol Mellelieu, HR Manager, Ransomes Jacobsen, West Road, Ransomes Europark, Ipswich, Suffolk IP3 9TT. Email: cmellelieu@tip.textron.com
Thought 1. I love this job!

Like many I somewhat fell into greenkeeping, but what a job to fall into. If you like unpredictability, constant challenges and working in the elements! Do you like it? Yes, we all moan, the weather never does what we want it to, the members never understand, the committee won’t give us what we want! But are these not the challenges that bring us back every day? Not knowing what the weather will do, having to educate the members as to the challenges we face and why we do the things we do, convincing the committee that we do need that machine?

Is all this not worth it for those perfect days, when YOU KNOW the course is at its best, the weather is good and you can sit back from that viewpoint on the course and think...me and my team are responsible for this! What a job to have!

Thought 2. Education.

The unsung heroes! The mere word Master Greenkeeper, stirs emotions in some, but what exactly does it entail, and is it the highest honour? Nights of research and reading, a dedication beyond all others, or merely an award to raise self esteem and recognition? Some, but what exactly does it entail, and what do we mean by the highest accolade for greenkeepers?

Thought 3. Get of my land!

Sometimes I feel that too many of my colleagues have the, “Get off my land!” mentality. Yes we are custodians of the land, and charged to look after it, but we should remember we are in a public service industry. It is our job to prepare the course for play, to a standard that our members have requested or desire, and not to a standard that we decide is best for them!

Thought 4. It’s the end result that matters!

Push up greens, USGA greens, organics, composts, feed and water, dry and lean, 2mm or 6mm, micro biology or just kick the dirt and think it looks ok? Even in my time there have been so many versions of doing the same job, whether you agree with what the person at the course down the road is doing or not, are their members happy? If they are then does it matter how they get there?

I know what you are thinking, yes it does matter if it is not sustainable, but let them find that out, let that course realise it was never sustainable - you can never turn a lawn into a blind horse! His time will pass; we should concentrate on getting our houses in order and making sure our end results are as good as our members require.

Whatever we feel our limitations may be, there is always a way forward, sometimes to look at others for inspiration, maybe, just maybe, that person we have been acceding for not pursuing the ideal will be right, maybe they have been brave enough to push the boundaries, just maybe they might be your inspiration!

Final Thought. I feel the first knife!

I can see it now, “Thanks Scott, I wish I had never done it, I’m an outcast!” But that’s why I love this industry, we all have different thoughts, different sites that bring different soil and weather, we have different requirements from users of our courses, and different views on how we present our courses.

We have a freedom to try new techniques of maintenance and presentation, we work with nature, and can influence our little piece off the planet, we have the ability to look and gain ideas from other courses, there is no black and white in this industry, only green, and how we get our green is down to us, as long as its green, I love this job!

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