

Human Resources

Maybe it's time you looked at your policies... after all, golf course employees are people, too

To paraphrase an oft-used quotation from Walt Disney, "You can build the finest golf course in the world with all the latest features and equipment, but it still takes *people* to make it work and come alive for our guests."

People, those imperfect biological units, bring their hopes, dreams, ingenuity, strengths, morals, ethics, humor, and problems to the workplace

Some thoughts on attitude & evaluation from the Big Bend

"The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts, it is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company... a church... a home.

"The remarkable thing is we have a choice every day. We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing

we can do is play on the one string we have, and that is our attitude.... I am convinced that life is 10 percent what happens to me and 90 percent how I react to it. And so it is with you...we are in charge of our attitudes." -Anonymous

"There are only two stimulants to one's best efforts — the fear of punishment, and the hope of reward. When neither is present, one can hardly hope that people will want to do a good job. When disappointment is not expressed that one hasn't done a better job, or when credit is withheld when one has done a good job, there is absolutely no incentive to put forth the best effort." -John Wilson

I found a good illustration in a *Calvin and Hobbes* comic strip of the kind of thinking that some members of my crew have when they receive their annual per-



The old ways can bomb in today's workplace

doorstep every day. As the person in charge, it is your responsibility to coach your employees by maximizing their strengths, minimizing their weaknesses, and in some cases even changing their behavior patterns.

From father confessor, educator, counselor and mentor to drill sergeant, judge and jury, you will wear many hats as you manage the human resources at your command. The following contributions by your fellow superintendents share some of the policies, procedures and wisdom they employ in dealing with that most challenging resource - the human being.

formance evaluations when areas are marked "Meets expectations". The ratings are:

- 1 - Unacceptable
- 2 - Below expectations
- 3 - Meets expectations
- 4 - Exceeds expectations
- 5 - Outstanding

The comic strip went like this:

1st panel: Miss Wormwood, I protest this "C" grade! That's saying I only did an average job!

2nd panel: I got 75% of the answers correct, and in today's society, doing something 75% right is outstanding! If government and industry were 75% competent we'd be ecstatic!

3rd panel: I won't stand for this artificial standard of performance! I demand an "A" for this kind of work!

4th panel: I think it's really gross how she drinks Maalox straight from the bottle!"

Have you had your Maalox today?

Mike Osley

Hilaman Park Municipal

Big Bend Chapter

Recreation helps keep up employee morale all year

At Boca Lago Country Club, several events occur throughout the year to keep up employees' morale as well as getting the employees' families involved. Employee golf tournaments with a barbecue featuring hamburgers and hot dogs are held in the early summer and fall of each year.

Every July, the club puts on a summer picnic for the employees and their families. The event is held on a Monday when the club is closed and includes softball, volleyball and other outdoor activities. After a barbecue lunch, children's races are held on the driving range. It's great to see the parents cheering on the kids.

Although the club is quite busy in December, the board of directors hosts the annual Employee's Christmas Party in the clubhouse. Entertainment is provided by a musical group or a disc jockey. Spouses or significant others are invited for this party and enjoy an open bar and buffet dinner and dancing. Outside help is hired so all employees can attend and enjoy the evening. I think the staff has a great time at these functions and looks forward to these events every year.

David Court, CGCS

Boca Lago C.C.

Palm Beach Chapter

'My mother forgot to set my alarm' ... and other sad tales

The list of excuses by employees for absenteeism and tardiness could fill sev-

eral volumes. Just when you think you've heard them all, another great line is recorded on the seemingly endless list of excuses.

At Windsor Parke Golf Club in Jacksonville we have adopted a pain-and-gain policy toward problems with absenteeism and tardiness.

At the beginning of each month, each employee "slate" is cleared. If an employee is late to work, he or she is given an oral warning.

The second and third tardies within the 30-day period draw mandatory days (those days!) off without pay.

A fourth day late during the period is grounds for termination (this extreme has only been tested and used once during the past two years).

It has been our experience that our employees respond to the effects of the non-paid day off and their wallets are the way to their hearts so to speak.

Termination is rarely necessary due to tardiness.

The gain side of this policy comes at the end of the monthly pay period. Each person having not been late or absent for a scheduled work day during the month receives a paid half-day off the last Friday of that month.

The money involved in the half day off is not nearly as sweet as the Friday afternoon off — there's just something about Fridays!

The last Friday of the month has become a challenge for our staff and there's always a "bet" on who will make the grade!

We usually have 80 to 90 percent of our staff qualify monthly with this program and have found it effective in managing tardiness and absenteeism without all the excuses!

Kim Shine, CGCS

Windsor Parke G.C.

North Florida Chapter

Disney 'cast' gets OSHA orientation

All cast member new to the Walt Disney Company are given two days of

orientation called "Traditions". At that time they are given all OSHA requirements.

Upon entry into golf maintenance at Disney World, all cast members are shown the specific hazardous materials areas, MSDS locations, etc. They are required to read and sign the department Standard Operating Procedures Manual. The SOP covers the basic company objectives and outlines departmental policies from attendance to job descriptions for all the maintenance tasks.

New cast members are then given "hands on" training by Disney Trainers, foremen, or other experienced workers.

Attendance is probably the number-one shortcoming of employees. In our operation, there are five categories of attendance violations:

- 1) No call. No show.
- 2) Call in sick.
- 3) Call in absent (personal business).
- 4) Tardy.
- 5) Early release from shift.

Any combination of three of the above in a 30-day period, or five in 90 days can result in an oral reprimand entered into the employee's personnel file.

After three oral reprimands within six months, a written reprimand is in order. Additional incidents without significant improvement are grounds for review by Employee Relations and are possible grounds for termination.

Consistent documentation is a necessity.

While poor performance needs to be documented, good performance also needs to be recognized. We have a couple of awards for outstanding service:

1) **The Gold Dream Pin.** DREAM stands for Disney Resorts Experiences Are Magic. It is a monthly award nominated by hourly peers and voted on by former Gold Dream Pin winners. The winner receives a gift certificate and parking place of choice for a month.

2) **Greensmaster.** For golf maintenance staff. Nominated by management quarterly based on excellence of quality of work, quantity of work, efficiency, safety awareness, dependability, and attitude. The winner receives a plaque and