

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

gift certificate presented by area manager/superintendent.

Pat Hennessey

Eagle Pines G.C.

Central Florida Chapter

Assistants do the hiring at World Woods of Golf

At World Woods, the superintendents have delegated the interviewing and hiring of potential new employees to the assistant superintendents. The theory here is that since the assistant will be dealing with the new employee on sometimes an hourly basis, that he/she should have the choice in whom to hire.

Before we became comfortable with our assistants' interview techniques, both Steve Hritsko and I were responsible for the process. We had our assistants witness how we interviewed prospective employees and we devised a standard list of questions to be asked during the interview.

The next step was to let our assistants run the interview in our presence. After about four or five interviews, we became comfortable with the interview skills of each assistant.

Since that time, our assistants have interviewed and hired all employees, with the exception of spray technicians, mechanics, and irrigation specialists. We still feel more comfortable with interviewing these types of key personnel, as we may be able to ask more particularly detailed, technical questions.

The Americans with Disabilities Act has made us revamp our list of questions that we used to ask prospective employees. Gone are such questions such as "Do you have any outstanding Worker's Compensation cases?" or "Do you have any back problems?"

We also will accept applications from those who have obvious impairments that could hamper job performance. If a person who is blind were to come in to ask if we were accepting applications for a spray technician position, we would answer yes and would accept the application.

The ADA has also changed the way we keep medical records for our employees. In the good old days, personnel and medical records were kept in one file. This is no longer legal. They must be kept separate.

This would include Worker's Compensation, as well as a doctor's note provided by an employee to return to work.

A key point in the ADA is to return the employee who has been injured on the job to the workplace as quickly as possible, even if the restriction would include light duty. Getting the employee back on the job obviously would keep lost income claims down.

I've heard people claim that "I have no light duty jobs on the golf course available." However, I believe that you can always find some type of light duty work (even if it's sitting on a chair and watching the grass grow!) that would allow the employee to come back on the payroll and off of the Worker's Comp claim.

This could limit the rise in Worker's Comp premiums.

World Woods Employment Interview Guidelines

• **Driver's license & social security card in hand?** Other forms of ID include: Voter's Registration Card, Birth Certificate, Florida-issued ID Card, Official Military ID, or Green Card. (Needed for I-9 form)

• **Worker's Compensation** — insurance carried by the workplace (required by law) that covers injuries incurred while on the clock. It is your responsibility (if you are hired) to report any injury regardless of how minor it may seem, to your supervisor immediately. He will start the paperwork trail to report the incident.

• **Transportation** — To & from work is a must for each employee.

• **Punctuality** — Never late, never miss a day!

• **Work Hours** — Monday through Friday, 7:00 to 3:30 or 4:00. Some weekend overtime, approximately 3-4 hours. Overtime is limited; however, some is available. Voluntary at first, then mandatory if enough don't volunteered. OT is anything over 40 hours and is calculated

at time and a half.

• **Type of Work** — Laborer position... Start at the bottom of the ladder. Walking greens mowing, weedeating, fly mowing, edging bunkers, fixing washouts. Basically, manual labor. Do you have any problems with this type of work?

• **IF you show responsibility** (being here on time), doing the right job, quality and quantity, are not disruptive, etc... we will work you into more responsible jobs, such as triplex mowing, rough/trim, collar, possible fairway and rough mowing.

• **Pay** — **Start at \$5.00/hour.** After 90-day probationary period and a favorable evaluation, employee is entitled to up to \$.50/hour raise. Employee then will be evaluated on a yearly basis.

• **Pay Periods** — Approximately every 15 days — 24 pay periods per year, so two per month. More explained in orientation, including PTO (paid time off) system used at World Woods.

• **90-Day Probation** — Designed to protect the employer. Basically during the 90 day probation, the employer can terminate the worker with or without cause. Gives employer a chance legally, to evaluate you to see if you fit into our needs and plans.

After 90-day probationary period, employee will be evaluated on things such as attendance, work habits, skills, proficiency, safety record, attitude, etc... Possible raise awarded with status changed to permanent full-time worker. Employee would then be eligible for other benefits, i.e. paid life & health insurance, and accumulation of PTO time.

• **Check for references.** Are references up to date? Can we check those references stated on your employment application?

Bob Wagner

World Woods of Golf

Seven Rivers Chapter

Safety - is it extra work or part of your normal routine?

During the early years of The Planta-