

gift certificate presented by area manager/superintendent.

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## 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-