

employees. The safety of employees is of the greatest interest to all levels of management and supervision, ranking in importance above production, quality, costs and service. Therefore, effective immediately, The Plantation Grounds and Golf Course Departments will hold regular monthly safety meetings. The date for these meetings will be posted next to the time clock prior to each meeting. All employees are required to attend.

The Company's basic philosophy is that almost all personal injuries can be prevented. Responsibility and safety is shared throughout the organization. For example, Department Heads are responsible for their departments, Supervisors are accountable for the safety of their groups, and all individuals are accountable for their own safety.

All employees, at every level, are expected to fully accept responsibility for their own safety and for the safety of those with whom they work. There is no place in this organization for an unsafe employee.

We, at The Plantation are a team. Communication is the key to successful teamwork. Communicate all hazards in your workplace to your supervisor or Safety Director. The Safety Director at Plantation Maintenance is David Lowe. The Plantation will allocate the necessary resources to assure a safe and healthy work environment.

**The Plantation Country Club  
Golf And Grounds Maintenance  
Safety Regulations**

The Plantation at Ponte Vedra Country Club is committed to safety and has taken steps to protect you from injury on the job.

Your compliance is vital for our own protection. Please observe the following rules at all time:

1. No employees shall be under the influence of alcohol or drugs on the job.
2. Report all job accidents the same day the accident happens.
3. Obtain authorization form your supervisor for all non-emergency treatments for accidents.
4. Wear seat belts at all times in company vehicle.
5. Keep the area and equipment where

you work clean and neat at all times.

6. Do not remove or bypass any guard on any machinery at any time.

7. Ask your supervisor when you need additional equipment or instructions to get the job done safely.

8. Lift with your legs, not your back, and get assistance with loads over 50 pounds.

9. Advise your supervisor of any hazardous conditions in your workplace/ equipment.

10. No smoking in any part of the maintenance facility, trailer, greenhouse, fuel shed or area around the fuel pumps.

11. Do not smoke while handling gasoline or fuel.

12. No one is allowed in the chemical room or irrigation pump station unless they are authorized or properly trained.

13. Excavation is to be done only under authority of a supervisor to avoid accidental contact with underground utilities.

14. You must not exceed the posted speed limits both on and off the property.

15. You must have a valid Florida drivers license before operating all company owned vehicles and this license must be with you at all times.

16. No headphones/radios will be allowed.

17. Follow all other written and spoken safety rules.

For any injuries that require emergency treatment, The Plantation country Club has the right to have the employee tested for the presence of drugs/alcohol.

Employees that do not obey safety rules will be reprimanded: the reprimand, verbal/written, will be recorded in the employee's file. Employees should know that reprimands can lead to termination of employment. The employee's safety record will be reviewed at the employee's annual evaluation and will be a consideration in the amount of compensation received.

*Where injury is caused by the knowing refusal of the employee to use safety equipment or obey safety rules, the workers' compensation benefits can be reduced by 25 percent . . . (Florida Statute 440.09 (04).*

I have read these regulations or have

had them read to me. I understand them and will obey them for my own benefit.

Employee Signature      Date

Supervisor Signature      Date

**Safety Meeting Attendance Record**

This is a simple sheet of paper or make your own form to include:

1. Date.
2. Safety subject of discussion.
3. Safety Instructor's name.
4. List of people attending. Printed name and signature.

**Training is key to quality golf course maintenance**

After years of waiting, the day finally arrived. It was the first day of turfgrass school at Penn State University.

Dr. J.M. Duich, the professor whom I had heard so much about, stood in front of the class of eager "turfers" and began the first day of our formal education by drawing a large circle on the chalkboard. On this circle he drew in a small "slice of pie" (about 15% of the circle). On this small portion of the circle Dr. Duich wrote the word "turf." On the remainder of the circle (about 85% of the circle) he wrote the word "people."

The group of eager students looked around the room at each other confused about what they had just been told. It only took a short time after graduation for many of us to realize how accurate this statement was. I will probably never forget that day and the "Duich Pie" theory.

As turf managers, a major key to our success is the people who work for us.

The quality of a golf course frequently will reflect the ability of the turf manager to attract and hire quality employees and then provide them with training to perform their duties correctly and in a productive manner.

A method of training that I have found extremely valuable is the use of VHS videos in the training of all my employees. However, the videos do not take away the need to provide hands-on training, frequent supervision and the opera-



Crew members at the Olde Florida Golf Club use video tapes

Photo by Darren Davis

tor reading the owner's manual.

The videos provide a thorough method of training that is both visual and audible.

How many times have you given instructions for a task to an employee and have the individual give you a blank stare and a head shake assuring you he understands, and then find out later he had no clue of what you were talking about?

Or how many times have you taken the time and sincere effort to go in to the field to train an employee on a job and spend a good amount of time explaining the correct method for accomplishing the task, only to realize that afternoon you forgot one major point! What if that major point was watching out for hydraulic leaks and you now have dead strips on all your back nine greens?

These are some of the reasons that I use VHS video tapes religiously to train and educate employees. The use of video allows me to thoroughly educate an employee first in the office, and then go through a hands-on demonstration in the field.

I have found that a good video ensures that vital points are not missed in the training process. Before any of my employees get on a piece of large equipment, a triplex, or a walking greens or tee mower, they first sit down and view the video on the assigned task and take a written test to confirm they understood the training completely.

When using video tapes, I have found it helpful to have written material in front of the employee, such as a workbook, to accompany the video. This workbook would give an employee or supervisor a space to make notes on course policies or any changes.

After the employees view the video tape, they are then asked to complete a short written examination. After this exam is graded, and I am confident the employee learned the material, their signature is required on a sign off sheet that is stored in our files.

Employees can only perform their job to your standards if they fully understand what is expected of them. A well-trained employee is able to do their job effectively and will feel rewarded by a job well done.

If employees are not thoroughly trained and told what is expected of them, the job that they perform will most likely be unacceptable. An employee who continually performs unacceptable work will probably be continually disciplined and will never feel a sense of accomplishment. The employee's morale then goes down, decreasing productivity. No training method will ever be foolproof, but I have found videos to be a valuable tool in the training process.

Darren Davis  
Olde Florida GC.  
Everglades Chapter

## The Point System Monitors Attendance

The human resource issue has become a time-consuming process for any industry. Whether a company is large or small, the liability to administer all employment issues in a consistent manner according to the law is an absolute must.

Having over 400 employees necessitates us to have a Human Resource Department. They assist all of our managers in the following areas: hiring, orientation, benefits, policies and procedures, training and progressive discipline. Their primary concern is that all of the areas just mentioned are administered in a consistent manner. Consistency plays a huge role in not only treating all employees the same, but also setting the precedence when legal issues take place.

One of our biggest problems in the past has been attendance. The resort has adopted a point program to deal with this problem. The following is a brief overview of our policy:

The late/absent program is to record tardiness and absences. Points are assigned for each tardy or absence from scheduled work time according to the following schedule.

| <b>Tardiness:</b>   | <b>Points</b> |
|---|---------------|
| Employee notified supervisor in advance   | 0.5           |
| Did not notify supervisor in advance  | 1             |
| Tardiness exceeds more than 1 hour after scheduled shift  | 1.5           |
| <b>Absence:</b>   | <b>Points</b> |
| Reported to work but left early (excludes emergencies)  | 1             |
| Notified supervisor of absence 1 hour prior to scheduled shift  | 2             |
| Failed to notify supervisor of absence 1 hour prior to scheduled shift  | 2.5           |
| Failed to call or report for work at all, or called in to notify supervisor of tardiness and then fails to report to work | 6             |
| 2. 5-4 points within a 12-month period:   |               |
| Oral warning  |               |
| 4. 5-6 points within a 12-month period:   |               |
| Written warning   |               |
| 6. 5-8 points within a 12-month period:   |               |
| Suspension one day without pay  |               |