

and final warning

Two suspensions within six months and the employee is fired. One complete month with perfect attendance results in one point subtracted from total points accumulated.

If an employee has sick time available, then no points will be assessed. Employees accrue .92 hours per week for a total of 48 hours per year. Employees do not receive sick pay during their probation period of 6 months and thus receive points during this time.

The bottom line is that if you don't have a problem with tardiness or absenteeism, you will not need a point program like the one at Grand Cypress.

Tom Alex

Grand Cypress G.C.

Central Florida Chapter

Team Building to Improve Employee Involvement

We are working on developing improved employee involvement as a team member in a professional environment.

Staff members are on a job-rotating program so that all staff members are knowledgeable in all areas of operations. Staff supervisors participate in the rotating program to supplement employee training.

There is a monthly staff meeting to keep employees informed. It is a round-table discussion and everyone is encouraged to offer their views, problems, and solutions.

Employees are eligible for an "Employee of the Month" award given by the club. Also, for the golf operations department, there is a tardiness incentive program designed to reduce tardiness in the mornings and equipment down time.

We take the positive approach in training the staff, compliment the jobs well done, and supply as much educational and safety information as possible.

Tom Trammell, CGCS

MetroWest C.C.

Central Florida Chapter

Junior's on Deck— Training the Assistant

Most everyone involved in the game of golf now appreciates the work scope of a golf course superintendent. True, "Greenskeepers" just mowed grass, but as the business evolved more into a science, the yearning desire to just sit on a tractor and mow grass has long faded away like a memory. Nowadays, the work scope of a superintendent has become so managerial, even the assistant seldom "gets to just mow grass," and that is the point of this article:

Let's evaluate the work scope of an assistant golf course superintendent.

Most assistants are technically trained, college educated and striving ultimately to move upward and become a superintendent themselves.

There are very few career assistants. There is nothing wrong with being a career assistant. The industry should not frown upon this career niche. Yet, most assistants graduating from college are pursuing an ultimate superintendent's position.

By default, we are viewing the assistant's position as being relatively short term. Now, let's view this situation from the superintendent's perspective. We have already agreed the superintendent's daily work scope is intense. Now, couple that with the training of an assistant and the inevitable departure of that assistant. One can quickly see a managerial inefficiency that should frustrate upper management or owner of the organization.

In the last 10 years, I've had the pleasure and pride to be associated with three assistants that have ultimately moved onward to become very competent superintendents. The only drawback is — yes, I have lost three very competent assistants! Do I have the time to be a post-graduate training school — no!

I have, however, developed over the past few years, an in-house Junior/Senior Assistant training program that has proved to be management efficient, and cost effective yet rewarding to the recipient — the assistants.

Management will first ask: "Why do you have two assistants for just an 18 hole golf course?"

Let us now analyze the difference between the Junior Assistant and the Senior Assistant.

The Junior Assistant must be patient and possess all the true qualities to ultimately become a superintendent. The key word here is "patient." If they are not patient and their respective colleges instilled into them that they will or should become a superintendent within a year of graduation, then my system simply will not work for them.

So far, I have found Junior Assistants that are patient, and truly respect the total work scope of a superintendent and they want to take it gradually. In the long run, they will be exposed to so many issues that a university does not address.

Give me three to four years and I can equal their formal training with something that one can never put a price tag on — and that is on-the-job field-training."

The Junior Assistant will sit in the cat bird's seat watching everything the Senior Assistant does — good or bad. The Senior Assistant is responsible for the training of the Junior Assistant.

Obviously the superintendent is there to instruct both.

However, when Junior makes a mistake, Senior must bear some of the responsibility for the error — much like the rest of the world, it all flows down hill.

By the time people have worked through this program, they have just about seen it all: agronomics, budgets, staff management, peer pressure, and most importantly — politics. Generally, the formal training of college only addresses the first issue, agronomics, and it is already assumed that you understand the science of horticulture to get to these job opportunities.

Can you start to see how much the world has to offer and how a company can profit by having a Junior Assistant on the payroll? The employee will obviously be loyal and be far more effective than "just a regular worker on the staff."

Junior Assistants will participate in the applications of all pesticides, cultural renovation projects, and generally par-