Supers combat stress, burnout
Poor delegation skills a cause

By J. BARRY MOThES
SAN FRANCISCO — A failure to delegate work and soaring expectations are the leading causes of stress among golf course superintendents, according to a psychologist who has worked closely with the subject for several years.

"Golf course superintendents tend to be perfectionists and think, "If I don’t do it, it won’t be right," said Dr. Bree Hayes, who has led stress management seminars for the Golf Course Superintendents Association of America (GC-SAA). Hayes will lead another such seminar during the GC-SAA Show and
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Survey says: Architects don’t agree on very much

By MARK LESLIE
The diversity of golf course architects is matched only by their opinions on such topics as the availability of financing, designing courses with less irrigated acreage, and whether "minimalism" has returned to design.

In an exclusive Golf Course News survey of the country’s 260-odd architects, respondents shared some up-close insights into a world that spans irrigation technology, corporate finance and turfgrass research.

The most disparate answers came from the questions on minimalism, whether money spent to build courses is declining, and whether clients are finding it easier to get fi-
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As distribution shrinks, firms go factory-direct

By HAL PHILLIPS
An increasing number of industry firms are marketing their products directly to golf courses, as the spectrum of distribution lines continues to narrow. Industry observers agree that, as the golf market continues to mature, more and more companies will abandon traditional lines of distribution for the factory-direct approach.

The service-oriented, two-step nature of golf purchasing will never disappear: "You don’t just get a Toro Greensmower in a crate," said Chuck Champion, general sales manager of Overland Park, Kan.-based Kalo, Inc., a manufacturer of wet-
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Most golf industry experts hail political shift with new Congress

Two potentially damaging laws under consideration before November's election are far less likely to be passed under the new regime, according to the NCA's Elizabeth Kirby-Hart.

Clinton's proposal to raise the minimum wage by $1 per hour — is of major concern to Gary Grigg, superintendent at Naples (Fla.) National Golf Club and incoming president of the Golf Course Superintendents Association of America. "We [Naples National] pay everyone well above the minimum wage," Grigg said. "But some courses may not be able to afford it. I think that big of an increase could really hurt high school kids looking for part-time or summer jobs.

The new Congress was debating the minimum-wage issue in early January and the change was already evident, according to Pat Jones, GCSAA's interim government relations manager. "The Department of Labor," Jones said, "had recommended raising the minimum wage by $1 an hour. But the debate included everything from the president's request, to keeping it the same, to eliminating the minimum wage altogether. It's safe to assume there will be some increase, but it's likely to take place in 1996 rather than this summer as we originally expected.

Immigration is one area where the new Congress is likely to move even more stringently than the old, and that could have a dramatic effect on golf course employment, Kirby-Hart predicted. The Commission on Immigration Reform recently urged Clinton to fight the influx of illegal alien workers by testing a program that requires all job applicants to prove their identities. The plan would create a national computer registry of all persons eligible to work in the United States.

The worst part was that anyone could come in and get copies of the report, making a club's pay scale available to anyone who wanted to see it. It eliminated any right to privacy.

"I don't see it going anywhere," Kirby-Hart said. "[Sen. Ted] Kennedy promoted it. But it had trouble gaining support last year and I can't see it going anywhere this year with the new circumstances."

U.S. Rep. Eleanor Holmes Norton (D-Washington, DC) last year introduced a second piece of legislation, the Fair Pay Act. The amendment to the Fair Labor Standards Act of 1938 would require employers to pay equal wages to workers in equivalent jobs. The term equivalent jobs is defined as jobs that may be dissimilar, but whose requirements are viewed as equivalent in skills, effort, responsibility and working conditions. Employers would be required to report job classifications and pay statistics to the Equal Employment Opportunity Commission.

"It will never go anywhere with this Congress," Kirby-Hart assured. "It was one of the worst pieces of legislation I've ever seen, truly insane. It would have required employers to do an analysis of different peoples' jobs and compare them. The worst part was that anyone could come in and get copies of the report, making a club's pay scale available to anyone who wanted to see it. It eliminated any right to privacy." Another pay issue — President Clinton's proposal to raise the minimum wage by $1 per hour — is of major concern to Gary Grigg, superintendent at Naples (Fla.) National Golf Club and incoming president of the Golf Course Superintendents Association of America. "We [Naples National] pay everyone well above the minimum wage," Grigg said. "But some courses may not be able to afford it. I think that big of an increase could really hurt high school kids looking for part-time or summer jobs.

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In its Contract with America, the Republicans promised to investigate immigration reform. Whether that will include the Commission on Immigration Reform's test program and/or some other measures to control illegal workers should be known within six months, Kirby-Hart said.

Most of the people we hire in maintenance are minorities," said Grigg of his home course. "We've always gone by the letter of the law in hiring. We're very careful about checking employees out. We have a human resources person who does a terrific job. But the Immigration Service still caught us on one guy last year. You shouldn't punish an employer if he is honestly trying. We feel we try very hard to follow the law."

While a Republican-controlled Congress is heartening, the golf industry should remain vigilant on other fronts, association representatives warned. "You may start to see regulatory agencies push a more liberal agenda to bypass Congress," Kirby-Hart said. "Regulatory agencies are controlled by the executive rather than the legislative branch of government. The Environmental Protection Agency could get more involved with pesticide reform, the Occupational Health and Safety Administration with workers."

And state legislatures could pick up where the formerly Democrat-controlled Congress left off. GCSAA's Jones added. "Just because the federal structure has changed, doesn't mean state legislatures won't pursue certain issues," Jones said.

"The Association of State Attorneys General, for instance, has already advised private clubs they should be ready to defend practices that exclude women."