Employee turnover
Continued from page 21
A pro-active approach to determine a reason- able and effective turnover rate for their particular operations.

Reducing turnover
According to Sibbald and Gustafson, the first step is to differentiate between voluntary and involuntary turnover, and to un- derstand who leaves and why.

"While employees should be regarded as assets rather than expenses, some positions should simply not be regarded as permanent," said Gustafson. "It is often more cost effective to allow employees in easily filled positions to move out or up. As for the truly standout employees, promoting from within allows management to create opportuni- ties which in turn reduce the turnover rate."

Sibbald and Gustafson noted that for the great number of seasonal golf club opera- tions, retaining trained and experienced help is particularly aggravating. They sug- gested that owners be creative in their incentives and recognition programs to encourage their best employees to return.

Hiring the right person for the job at the onset is, of course, the best means to con- trol the turnover rate. In times of employee shortages, managers pressed for time can easily get a little careless in the selection process. Sibbald and Gustafson reiterated the dangers of "labor crisis management" that involves little more than quick interviews without careful reference checks.

"Simply filling positions with warm bod- ies can lead to the problems that plague the industry," said Sibbald. "Hired in a crisis mode, new employees are not properly in- troduced to the company, and usually re- ceive only minimal training, creating the situations that lead to their quitting or be- ing involuntarily dismissed."

They suggested seeking new and per- haps non-traditional sources for new em- ployees such as university programs, intern- ships, the aging workforce, and even welfare to work programs and rehab centers.

Dinosaur Dunes
Continued from page 11
The challenge for Strong and his regula- tors is that the course is played quite often. "We can't really shut the course down for a complete renovation or - when it is really cold - some will even abandon the course/park/bike trail bridges in a variety of materials to suit your particular landscape needs. We fabricate easily-to-install, pre-engineered spans and deliver them to anywhere in North America."

800-548-0054
(outside California)

Now's the time...to eliminate the cause of Pond Algae & Odors with H2Organic

The Natural Treatment
• Improves Aquatic Life • Effective • Economical • Easy to Use

Call Today for Info: 1-800-969-5920
Fax: 440-933-7839
33597 Pin Oak Parkway, Avon Lake, Ohio 44012

GOLD 140
BLUE 125
To reserve space in this section, call Anne Washburn 207-846-0600 x230

Golf Course Marketplace

Mark Eliot Design
Landscaping & Golf Course Design

Design, New Construction, Renovation
& Golf Course Design
Master Planning, Renovation, Construction Management

Mark E. Sosnowitz, ASLA
Mark Eliot Design
PO Box 11188, Greenwich, CT 06831
203-972-9131 Fax: 203-972-9132

When Service Matters

- Concise technical information and project development
- Creative design solutions by in-house engineering staff
- Proven ability to meet design, fabrication and delivery time lines

Continental Bridge
800-339-3047
Fax: 570-853-7067
www.continentalbridge.com

Pedestrian • Overpass • Industrial • Skywalks

Mark Eliot Design
Landscaping & Golf Course Design

- Pedestrian and Vehicular Bridges
- Gazebos • Shelters
- Standard and Custom Designs

Design and Engineering Support Available

Over Sixty Years of Manufacturing
Quality Wood Structures

EnWood Structures
Manufacturer of Engineered Wood Products

Morrisville, NC • 800.777.8648

Golf Course News
ISSN 1054-0644

Periodicals postage paid at Yarmouth, Maine, and additional mailing office, Golf Course News (ISSN 1054-0644) is published monthly by United Publications, Inc., 106 Lafayette St., P.O. Box 997, Yarmouth, ME 04096. Phone number is 207-846-0600.

The publisher assumes no responsibility for unsolicited material or prices quoted in the newspaper. Contributors are responsible for proper release of proprietary classified information. Copyright 2002 by United Publications Inc. All rights reserved. Reproduction, in whole or in part, without the written permission from the publisher is expressly prohibited.

Reprints may be obtained from Reprint Management Services at 717-399-1900. Back issues, when available, cost $7 each within the past 12 months, $12 each prior to the past 12 months. Back issue orders must be paid in advance either by check or charged to American Express, Visa or MasterCard.

Golf Course News is distributed in the U.S. without charge to qualified personnel of golf course facilities and to golf course builders, developers and architects. Non-qualified subscriptions to the U.S. and Canada cost $65. All foreign subscriptions cost $150 annually to cover air delivery. All payments must be made in U.S. funds drawn on a U.S. bank. For subscriber services, please call 215-788-7112. Send address changes to Golf Course News, P.O. Box 3047, Longhorne, Pa. 19047-3047.

Golf Course News

MARCH 2002

29