Mid-Atlantic Well Represented at National Conference

Many of our Mid-Atlantic members made the conference February 8th-13th in Minneapolis. Members present were Dick Anderson, Warren Bidwell, Angelo Cammarota, Bill Emerson, Wayne Evans, Dave Fairbanks, Gerry Gerard, Herb Hienlien, Ron Hall, Holman Griffin, Mike Larson, Tom List, John Maley, Mike MacKenzie, Jerome Robine, Lou Rudinski, Jack Hall, Bob Shields, Fred Scheying, John Scott, John Tutich and Buck Whetzel. Our commercial representatives attending were Dick Hill, John Strickland, Greg Mergenthaler, Dick Hawthorne, Tom Harris, Russ Bull, L.W. Browne, George Cornell, Dick Jones, Don Kline, and Dave Cannavan. Our members who attended with their wives were Lee Dieter and his wife Rita, Sam and Sue Kessel, Gene and Gloria Day, Virgil and Karen Robinson, George and Jackie Thompson, Tom and Connie Miller, Ben and Hilda Stagg, Alex and Viola Watson, Carroll and Thelma Davis, George and Suzanne Cleaver, and Bob and Ruth Adams.

Membership Changes

Membership classification changes have been requested by the following:

- Tom List - Eagles Nest Golf Course, from D to B
- Bill Blackert - Turf Valley Country Club, from B to A
- Tom Miller - River Bend Golf & Country Club, from D to B
- Ralph Strouth - Falls Road Golf Course, from B to A

These requests for membership changes are being published here in accordance with our by-laws. Unless written objection is received within thirty days after publication, these men will become active members with their requested classification.

P.S. Craig Rhoderick, Bob Orazi and Bill Livingston also attended the national.

Turf and Early Spring Equal Death

When alternate freezing and thawing are going on, necessary soil granulation is taking place... If it is disrupted, serious compaction problems, that may persist through the season, can be induced. Turf is particularly vulnerable when it is coming out of the dormant stage. Grass blades are more easily damaged at this time than any other. Turf in the early spring is struggling for a foothold and, too, it is recovering from winter damage and needs a warming period in which to recuperate.

Superintendents, of course, have been aware of these things for many, many years. But too few of their members realize what takes place at the time when the grass starts to come back. Some are indifferent of course, but the majority will recognize the wisdom of closing the course or keeping it closed when it is explained to them why turf can be damaged during the trying days of early spring.
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Editorial

During the next year, each newsletter will have an editorial column. These type columns, as you know, are opinions of the editor and in no way represent an opinion of the Superintendents organizations' or the Board of Directors.

The Golf Course Superintendent of today is the most important figure in the correct operation of his golf course. He is, however, still being done an injustice. He is still known as the "Greenskeeper" at some clubs and is still the low man on the management totem pole. The question is "How can we improve our image or status in our clubs and communities. There must be a way to tell people what kind of a person becomes a superintendent and what he does. We superintendents have discussed at length what we feel the Mid-Atlantic and National Superintendents Associations can do for us, but have we considered what we can do for ourselves. It is easy to be critical of the associations. It’s about time to look at ourselves and try to decide what we as individuals can do. The associations are only as good as those who represent it. One way an individual can help is through public speaking. Many superintendents have done this. Public speaking does not have to be the "mission impossible" many golf course superintendents assume it to be. Speaking-out in his own best interest and for his profession should be an opportunity sought out and enjoyed by the superintendent, not avoided and dreaded. Some local superintendents have gotten involved in public speaking and found it very rewarding. Not only have they spoken to club associations and communities but also to outside groups. Community service groups such as Rotary Clubs, Kiwanis, Lions club and Civic associations have found superintendents to be very informative and entertaining. The members of these groups are surprised to find out how technical the superintendents line of work is. They find the subject of planning for tournaments very interesting and are always full of questions. When the Superintendent finishes a feeling of accomplishment is felt. You have
Supervision of Labor

Wallace A. Mitcheltree
Extension Specialist in Community Life
Rutgers University

Labor is one of the largest expense items in a Turf operation. A 10 per cent increase in productivity of labor will make a significant raise in income. Supervision is working with people and people are people wherever we find them. The suggestions made here may or may not work in the Turf business but they have worked for many, many other managers.

Behavior
The reason it will work is because the behavior of people is caused. People like to speak as they feel, they want to dominate, they want to be liked, they want to be approved of, and they want to cooperate. Our job as a manager is to have these people want to dominate for us and cooperate with us.

Areas of Management
There are five areas that can be managed in any plant growing operation. These are: Things, money, ideas, other people, and the manager himself. Each one of these areas must make profit. How much profit does each hired man make for a manager? The manager cannot tell unless he has a cost accounting system that will quantify the man’s work and then, and only then, can he tell whether or not this man is a profitable management venture for him.

When gangs of men are used, this cost accounting system will also tell whether or not added supervision or a reduction in span of control is necessary to increase profit.

Two Ways to Think
Managing or growing turf is a business. The manager, if he is the owner, must think as a member of the board of directors when he is in the house and thinking of capital investment. In other words, he must think as an owner. When he is out in the midst of the operation and managing actual enterprises, he must think as a chief administrative officer or a manager. In this case he must think as if he were hired to manage this operation. Regardless of how small a business is, it must be broken down into at least six different divisions: buying, selling, finance, research and development, operation, and personnel.

Productivity of Manpower
To get the most productivity from a man, that man must know what is expected of him. He must know the standards that are set. He must know how to do the job. He must have all of the facilities to do the job. He must want to do it well and he must be made to do it well.

It is extremely important to make the man do the job as it should be done when he first comes to work. This is a pattern-forming period and changes are relatively easy to make. If he is permitted to form bad work habits when beginning a new job, then changes are difficult to make. Much time must be used to communicate with this man, and communicating means that he must understand exactly what is meant.

Classification of Workers
Workmen must be classified as to whether they are self-motivators or non-self-motivators. In dealing with self-motivators the manager must know their capacity and he must recognize their capacity. He must encourage them to come up to this capacity and he must watch them to see that they do come up to this capacity.

When working with non-self-motivators, the manager must explain and explain very well. He must teach and teach very well exactly how the job is to be
Golf Course Superintendents
Merit Respect as Turfgrass Doctors

Golf Course Superintendents are professionals, not magicians. An analogy between superintendents and medical doctors can be drawn to illustrate the point.

After years of training and experience, both superintendents and doctors are prepared to examine ailments and prescribe treatment. Both are dealing with living objects. Both are concerned that the life continue. A great deal of mystery and misconception surrounds both occupations and their practices. Often the cost of their services is considered too high, in some instances exorbitant. Appreciation is expressed only when the "patient" approaches some near tragedy and is "saved," to be useful and complete again.

One major difference between superintendents and doctors (other than income) is that superintendents must work to keep their "patients" at the verge of death, through extremely close cutting, followed by an armada of golfers and carts. The "intravenous bottles" of fertilizer and other soil conditioners can never be turned off, and should some virulent "infection" invade the course in the form of fungus, insects, drought, etc., the superintendent cannot let the "patient" recover through bed rest. He is lucky if he can keep carts on paths, let alone golfers off the course to let it recover naturally.

Each year stories circulate of how a superintendent has been fired because the "Course didn't measure up." Seldom do we hear of those who overcame the tremendous odds and did keep the course in great condition, and almost never do we hear of course officials recog-
March 16th
Mid-Atlantic Meeting

The first Mid Atlantic meeting for 1976 will be held at Glenwood Golf Club. Paul Weeks will be our host. This will be a joint meeting with the Old Dominion Superintendents Association.

Please make note of the meeting date as it is March 16, which is the third Tuesday of the month.

All participants of the meeting should go to the Glenwood Golf Club. Directions for the dinner will be available there.

From Baltimore and Washington take Route 95 South to Richmond, Virginia exit. Take Route 64 east to East Nine Mile Road. - to Gordon Lane - left on Creighton Road - to Glenwood Golf Club.

Overconfidence is that cocky feeling you got just before you know better.

You can make more friends in two months by becoming really interested in other people, than you can in two years by trying to get other people interested in you.

Dale Carnegie
informed and educated people and they have a newfound respect for a Golf Course Superintendent. What better way to help yourself and fellow superintendents better their image?

Public Speaking is not for everyone, but you'll never know if it's for you if you don't try it. It is time well spent.

Wayne Evans

Correspondence

January 8, 1976

Mr. Robert Orazi
16 Canterbury Lane
Fallston, Md. 21047

Dear Bob:

Frances and I thoroughly enjoyed the evening with the Mid-Atlantic group. Thank you for the courtesies shown us. The complimentary dinner was unexpected but pleasurable.

I am proud to be a member of Mid-Atlantic! It was 1931 when I started working with the group. O.B. Fitts, Tom Ryan and Bob Scott were among the top men then. Crabgrass control was the big push. I got a leg up on it on the U of M campus with sodium arsenite (now a no-no) for my master's degree in 1933. That was in the days of the depression.

The Mid-Atlantic superintendents have to take some sort of prize for appearance, for no-nonsense delivery of papers and for excellent conduct of meetings. I'm just as glad I am one of you!

My very best wishes for a successful 1976 season devoid of Fusarium, Poa annua and dung beetle.

Sincerely yours,
For Better Turf,

Fred V. Grau
done. He must then provide all of the facilities that are necessary for doing the job, and he must pay a going wage.

Dealing with All Help

When dealing with all help the worker must have a good opinion of the manager and the worker must want the manager to have a good opinion of him. The manager must act with dignity and confidence. He must treat men with respect and courtesy. He must be calm, objective, fair, firm, and consistent at all times. He must provide the best working conditions possible. He must criticize and praise carefully. He must show interest in the men and their welfare and he must give warnings calmly and carefully.

A manager has only as much control over his men as they, themselves, will give him. The better opinion or the more esteem the men have of their manager the more control they will give him. Treating the men with dignity and respect so as not to crush their ego or “self” will go further towards building a good opinion than anything else.

Span of Control

A manager must be cognizant of the fact that a great deal of supervision is needed with turf workers and he must study his span of control to see that no one supervisor has more men than he can adequately control for the creation of good profit.

When there is a hierarchy of managers, that is foreman, general foreman, and supervisor each one has his own public and must not become involved with any other public in this organization. A worker cannot work for two or three bosses.

Maximal Achievement

Wage is a motivator for labor but motivates labor only to minimal achievement. The difference between minimal and maximal achievement is the area in which profit lies in the management of people. To acquire maximal achievement, motivators other than pay must be used. Such motivators can be job security, a chance for promotion, psychic satisfactions and non-monetary satisfactions. In all work the non-monetary satisfactions are probably most important and these should be of such nature that they are not something that the recipient can show to other workers. Things such as coffee breaks, hospitalization and term life insurance are examples.

Psychic satisfactions go a long way towards helping build an interest in the job. Such things as helping to decide how to do the job and what deadlines should be set as to when tasks should be finished.

Interview and Orientation

Two extremely important times in the acquisition of labor are first, the interview and secondly the orientation. The interview is used to find out exactly who the applicant is, what his thoughts are, what his reputation and character are, what his problems are, and whether or not he will fit the manager’s operation.

The orientation is carried out as soon as the man arrives on the job. He must be told what is expected of him, the fact that the manager is proud of his operation, the working hours, and anything else that may be of interest to this man, so that he knows what to expect.

Control

The manager should always carry a notebook for control purposes and when it is necessary to criticize a man’s work, that he notes in the notebook chronologically as to date what he said and what the response was from the employee. Each time a criticism is made it should be noted in the notebook so that there is an exact record of all that has been said and done.

Job of Supervisor

A supervisor’s job is not over but different from the men’s jobs. The employee’s job is production oriented, the supervisor’s is people oriented. The supervisor’s main effort is to create an environment in which his men can acquire maximum production.

When a mistake has been made by a man the production oriented supervisor says: “Why did you do it this way?” while the people oriented supervisor will say “How can we keep this from happening again?” In the case of the first supervisor the employee may hesitate to make another decision, but in the case of the second supervisor, who is people oriented, the man will continue to make decisions, knowing that he will get help if he should make a mistake.

Conclusion

Supervision is getting people to do what you want done, when you want it done, the way you want it done, and have them want to do it for you. The most immediate purpose of a supervisor is to get his men to dominate for him and to cooperate with him.
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