

DEVELOPING AND IMPLEMENTING SAFETY AND TRAINING SESSIONS
FOR GOLF AND GROUNDS PERSONNEL

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INTRODUCTION

Establishing freedom from danger, injury or damage, and instilling a sense of security should be our goal, as golf superintendents to create a safe workplace. In a profession with a high accident potential, the implementation of a sound safety and training program has several positive possibilities, some of which are: 1) it may prevent a serious accident, alleviating the future pain and suffering of one of your employees and the resultant absence of a valuable employee from your staff; 2) it may curtail or limit a lawsuit aimed against you or your company; 3) it may improve quality, quantity and efficiency of workmanship; 4) it may provide better uniformity of workmanship if each employee has had the same training; 5) it may result in a significant reduction of equipment breakdowns if operators are taught to correctly maintain their assigned equipment, and; 6) most importantly, an effective safety and training program may give your employees the impression that you truly care about their welfare.

In researching safety and training, we analyzed eight years of accident reports from our golf and grounds staff. The causes were categorized as follows: Back injury, 11; poison ivy, 9; mechanic-related, 8; tripped/slipped, 8; truck/Cushman, 7; lifting/loading (excluding back injury), 6; hit by golf ball, 6; insect stings, 5; eye injury, 4; head injury (excluding caused by golf ball), 3; and stepped on nail, 2.

Admittedly, we are still in the formulative stage of developing a workable safety and training program for our golf and grounds staff at Westchester Country Club. But, we have identified several goals and areas of concern to concentrate on. We recognize that another club's needs may differ slightly, but, on the whole the concerns of most clubs remain the same. Because of space limitations only the major points will be emphasized for each of the following. Many more points could be made for each.

A. TRAINING SCHEDULES

Effective safety and training begins on the daily level, with the help of your assistants, foremen or mechanics. It is as simple as reminding the crew to use caution on the steeper hills because of a heavy rain the night before.

Three weeks of the month we'll hold a half hour safety/training session one day a week, at the end of the selected work day. These sessions essentially consist of hands-on equipment demonstrations by the mechanic, assistant, superintendent or specialized operator with the particular piece of equipment being demonstrated in our court yard area. This generates positive feelings as the demonstrator (the regular backhoe operator, for example) is singled out as being knowledgeable enough to share his experience with the others. An hour long meeting, held on a selected day of the fourth week of the month, is designed to be more formal. Additional sessions may be held on an impromptu basis on rainy days, etc. Videos, movies, and slides are shown,

and often, there are handouts. Be sure to choose a location that is easily accessible to a film or slide projector, or a VCR.

After each of the training sessions the employees are requested to sign an attendance sheet which briefly outlines the topics discussed and indicates handouts received, movies shown, etc. The attendance sheets are filed in the employee files for future reference if necessary.

B. FORMAL INTRODUCTION PERIOD FOR THE NEWLY HIRED EMPLOYEE

Before discussing the specialized safety topics, let's take a look at the treatment of the new employee. The "new hire" is an impressionable "blank slate" and the treatment of this individual in the first one or two weeks can turn him or her into a valuable, productive employee, or sour him or her permanently.

It is important for the "new hire" to feel welcome and needed, and to become confident in his abilities and surroundings. This year we have set up a formal introduction period, which begins on the employee's first day, and includes the following: 1) an introduction to our "key" individuals, giving their names and positions, and how they can help him become acclimated to the job; 2) a tour of the golf course, showing the differentiation between the greens, tees, fairways, etc., and explaining where he can and cannot travel; 3) an overview of the club's policies, rules and procedures including the basic rules of golf, and golf etiquette, emphasizing how to respond around the membership; and 4) if available, a training VCR tape for the piece of equipment that the new employee will be using should be shown to the employee. The "new hire" is then taken out to his first job assignment, and supervised until it is determined that he is comfortable and competent with the piece of equipment and the area in which he is working. For the first week or so, he should be directly supervised, or placed with an experienced groundsman at all times.

C. AREAS OF CONCENTRATION FOR EFFECTIVE SAFETY AND TRAINING OF ALL EMPLOYEES

The following are areas we feel should be covered for a comprehensive and effective safety and training program. Recognizing that our industry is still developing, we were disappointed to find that there are very few visual aids available to train golf and grounds personnel. We searched through the current literature, made inquiries to many of the manufacturers, solicited help from Cooperative Extension agencies, appealed to our insurance companies, called and met with "substance abuse center personnel", communicated with fellow superintendents across the country, and reviewed catalogs from GCSAA, CMA, USGA, National Golf Association, Hotel and Restaurant Association, PLCAA, etc. For the last 18 months we have questioned virtually everyone we've met to determine whether they could assist. In short, it is beginning to happen, but our industry has a long way to go!

However, here is how we've started.

1. HOUSEKEEPING

Improper housekeeping is one of the leading causes of accidents within the maintenance compound. Here are some examples of unsafe conditions caused by

poor housekeeping: a dark, cramped toolroom; flights of stairs and platforms without standard railings; faulty piling or storing of materials and flammable liquids; inadequate "means of egress"; grinding and sharpening machinery that is not hooded and exhausted; garbage cans not covered or leaking; and improper or unclean toilet facilities and wash up facilities.

Two important considerations are your fire extinguishers and first aid kit(s). Know the location of each of your extinguishers and keep them properly charged. Keep your first aid kit well-stocked and accessible at all times.

Training Aids

OSHA Checklist and "53 Frequent OSHA Violations"
National Arborist Association - slide/tape program - Occupational Safety
Grounds Maintenance Magazine - article - Vol 20, No 9, p 60--"Stream-
lining Maintenance"

2. POWERED MAINTENANCE EQUIPMENT AND SMALL TOOLS

In 1980, there were 13,000 injuries in the U.S. involving power tillers, mulchers, lawn vacuums, logsplitters, and snowblowers. Many of these injuries were due to equipment malfunction. That same year, 143,000 were injured by knives. Approximately 89,000 yearly injuries were caused by ladders or step-stools. Grinders pose a serious threat to the eyes because of the small airborne wood, metal, or stone fragments produced by grinding. Insist that your employees use goggles every time they use the grinder (or any activity that may injure the eyes--welding, working with batteries, or other corrosive materials).

The basic protective equipment a golf course should have available to its employees includes helmets, eye and ear protection, safety shoes, face shields, rain gear, and gloves, plus the various pesticide safety equipment.

Training Aids

Video Training, Inc. - VCR tape - Operating the Toro Sand Pro 14
Video Training, Inc. - VCR tape - Operating the Ryan Greensaire II
John Deere - booklet - "Outdoor Power Equipment Know How and Safety Know-
How"
Equipment Today Magazine - Jan. 1987 issue, p 8, article "Walk-behinds
Demand Safety First"
Grounds Maintenance Magazine - Vol 19, No 8, p 35 - Article - "Safe
Equipment Operation" by Kathy Copley
Best's Safety Directory - Safety tips for miscellaneous tools

3. MOWING EQUIPMENT

For our discussion this includes walk-behind mowers, triplexes, rotaries, verti-cut units, and string trimmers. Unfortunately at Westchester Country Club, we've had a few very serious accidents, directly related to operator error, which might have been prevented had proper training been stressed more.

String Trimmers--Safety Considerations

Operators should always wear sturdy shoes, long pants and some form of eye

protection. If working with others, there should be at least 20 feet separating each operator. Have the men stop cutting when members or others come too close. If a cutting blade is installed on a string trimmer, extra precautions must be taken. The operator should wear a support harness designed to reduce vibration, and prevent the trimmer from swinging back into the operator's legs. The harness reduces operator fatigue by transferring part of the weight from the arms to the shoulders and back. Remember, too, that a cutting blade is more likely to throw debris with greater force than when using monofilament line on your trimmer.

Mower-Safety Considerations

Of the 150,000 yearly accidents involving power mowers, the following are four of the leading causes: contact with the rotating blade; propelled objects; overturning; and mower running over victim. Various precautions can help prevent most mower accidents. Wear sturdy, rough-soled work shoes, and closer fitting clothes. Remove any visible debris before mowing. Avoid cutting on an extremely wet day, because the operator or machine can slip, and the wet grass can clog the blades. Finally, always turn off the machine and disconnect the spark plug wire when unclogging or adjusting the machine. Do not disconnect or over-ride any of the safety interlock systems installed on your commercial mowers.

Training Aids:

Video Training, Inc. - VCR Tape - Operating the Toro Groundsmaster 327
 Video Training, Inc. - VCR Tape - Operating the Toro GM 3 (GM 300)
 Divots Newsletter - article - Vol 33, No 5, July '83 - "Safe Mower
 Operation May Reduce Injuries"

4. POISONOUS PLANTS, INSECTS AND SNAKES

In most cases, a casual bout of poison ivy or a bee sting or two causes minor, transient discomfort, but little else. In rare cases, however, one of your employees may be bitten by a venomous snake and not realize that it is poisonous, or may have a life-threatening reaction to an insect sting. Education is the key to preventative exposure to noxious plants, insects and snakes. An awareness of the nature and location of the various pests can significantly reduce the incidents of contact.

Poisonous Plants: The severity of skin rashes caused by toxic plants are dependent on several factors. The tenderness of skin and degree of exposure are probably the two most important factors. Thus, a brief exposure to poison ivy can cause a severe reaction to the inside forearm, but a prolonged exposure to the palm of the hand may cause no reaction at all.

Poisonous Insects: Yearly about 250 reported deaths have been attributed to bees, wasps, yellow jackets, hornets, and ants. The majority of these were due to allergic reactions. In a few cases, the individual had a reaction after a second or third encounter with one of these insects. It is important that your employees know whether or not they are allergic and that you are aware of which of your employees may need prompt emergency treatment if they are stung.

Poisonous Snakes: Each year over 6,000 people are bitten by venomous snakes, but only 12-15 will die from these bites. There are three groups of venomous snakes: coral snakes, copperheads and cottonmouths, and rattlesnakes. The best way for your employees to avoid a possibly venomous snakebite is to avoid the heavily vegetated, brushy areas that the snakes habitate. When clearing such areas, wear work boots, long pants, and gloves. Noise generally frightens most snakes away, so give advance warning as you enter these heavily infested areas. Over 80% of all venomous bites occur when someone has tried to corner and capture a snake. Instruct your men that if they see a snake on the golf course, leave it alone. Snakes are not aggressive and would rather run than fight.

Training Aids:

- Golf Course Management - article - Vol 42, No 5, p 28 - "What to do about Wasps on the Golf Course" by Stanley Rachesky
- Grounds Maintenance - article - Vol 19, No 13, p 28 - "Controlling Bees and Wasps" by William H. Robinson
- Grounds Maintenance - article - Vol 17, No 12, p 10 - "Caution... There May be a Snake in the Grass" by Tom R. Johnson
- Golf Course Management - article - Vol 39, No 7, p 26 - "Common Poisonous Plants" by James R. Feucht, Ph.D.
- New York State Extension Publication No. 105 "Poison Ivy, Poison Sumac, and Other Rash Producing Plants" by John M. Kingsbury

5. WEATHER

The nature of the golf maintenance profession is basically an outdoors, braving-the-elements type of job. It is likely that both you and your employees are quite used to being outdoors when the weather is extremely hot, cold, wet, windy, humid, etc. It is necessary to instill in your employees a sense of educated respect towards the forces of nature.

Cold: Hypothermia is a deceptively gradual process in which the human body succumbs to the cold, and its systems begin shutting down as the individual feels more and more drowsy. Cases of hypothermia have been recorded in temperatures in the 40's, but most often occur below 32 degrees. Aggravating factors include being wet (in which your body loses its heat 200 times faster than if dry), and the presence of wind, resulting in "wind chill".

Avoid being outdoors when it is bitterly cold but if your or your employees must be, dress appropriately. Layering is the best way to protect yourself against the cold, as the layers of clothing trap your body heat. Protect the extremities (head, feet, hands) as they are the first to be affected by severe cold. Be aware of the warning signs of exposure or frostbite including tingling sensations in the extremities and a dull, drowsy feeling. If your men must be out on the golf course in the extreme cold, it is wise that they not work alone.

Lightning: Golf courses are natural targets for lightning strikes because openness of the land, and the presence of tall, lone trees, and ponds and lakes. Upraised golf clubs and opened umbrellas inadvertently become lightning rods, often with tragic results. Common sense tells us to move indoors when there is lightning, but occasionally you or one of your employees may be caught out in the storm. Your employees should know that areas to

avoid in the event of an electrical storm include: small sheds or unprotected shelters; isolated trees, elevated areas, large bodies of water, or near metal equipment or wire fences. Instruct your employees to seek shelter in: depressions in the ground (including bunkers), deep woods or a grove of trees, or lightning protected shelters.

Sunlight: Every year, over 300,000 cases of skin cancer are reported. Fortunately, 90% of the non-melanoma cancer is curable if detected and treated early enough. Because ours is basically an outdoors job, superintendents and groundsmen run a higher than average risk of contracting skin cancer.

Heat: Heat stroke is the most serious of heat illnesses. It often occurs when the sweat glands fail to function, with temperatures exceeding 104 degrees, accompanied by dizziness or unconsciousness, dry skin, rapid pulse, confusion, headache or agitation. The victim needs to be cooled as quickly as possible. Remove as much clothing as possible and sponge the victim with cool water. If conscious, administer fluids.

Heat exhaustion is the most common heat related illness. Symptoms include normal or slightly elevated temperature, feeling faint, profuse perspiration accompanied by thirst, rapid pulse, and nausea. Victim should be moved to a cool spot and given cool fluids to drink slowly. Apply wet towels to the body.

Heat cramps most often occur after exercise or physical labor in the heat. Sweaty skin, weakness or nausea and muscle cramps are all symptomatic of heat cramps. Victim should get out of the heat, sit or lie down and drink plenty of fluids.

Training Aids:

- United Lightning Protection Assn, Inc. - booklet - "Lightning, Its Behavior and What to Do About It" by H. M. Towne
- The United States Golf Assoc. - posters - "Lightning Kills--What to Do When Lightning is Near"
- Agricultural Information Office, South Dakota State University - article "Avoiding Heat Stroke"
- Golf Course Management - article - Vol 55, No 8, p 99 "Handling Heat-Induced Illness" by GCM
- Westchester Country Club News - article - "Coping with Summer Sun--Eight Suggestions for Protecting Your Skin and Guarding Your Health: by Dr. Andrew Bronin

6. TREE MAINTENANCE

The biggest hazard in tree maintenance is use of a chain saw. Each year approximately 64,000 people are injured and approximately 50 of these people will die of their injuries.

The following is a breakdown of causes of chain saw injuries: operator repositioning saw, 29%; kickback, 20%; skating/bouncing, 13%; tree/branch hitting saw/victim, 10%; loss of balance, 9%; follow through, 5%; saw pinched and stuck, 4%; non-operating, 4%; and other, 6%.

Appropriate dress is the beginning of a chain saw safety program. Always

wear a hard hat, sturdy gloves, heavy shoes, goggles, ear protection, and logger's chaps. Choose the right chain saw for the specific job.

With the correct saw and proper protective clothing, the following precautions should be taken: 1) always keep both hands on the saw when it is running; 2) keep clear of a moving chain; 3) keep the chain sharpened and properly tensioned; 4) always have a route of escape (preferably two), which are free of brush, tools, fuel cans, etc; and 5) determine the direction you wish the tree to fall. If possible, this should coincide with the natural lean of the tree. Cut two notches, or the "pie cut" on the side you want the tree to fall. The final cut should be at least two inches higher, and directly opposite of the notch cut(s). Leave a hinge of uncut wood to guide the tree over. Never cut through this hinge, as it serves to prevent the tree from twisting as it falls.

Training Aids:

- National Arborist Assoc., Inc. - slide/cassette program - "General Safety"; "Personal Safety"; "Equipment Safety"; "Operational Safety"; "Chain Saw Use and Safety"
- The Idea Bank - VCR tapes and study guides - "The Elements of Pruning"
- The Idea Bank - VCR tapes and study guides - "How to Control Pests and Diseases in the Landscape" covering trees, shrubs and turfgrasses
- American National Standard Inst., Inc. - "For Tree Care Operations"
- Grounds Maintenance - article - Vol 21, No 9, p 34 - "Felling Trees Safely" by Frank Buckingham
- Grounds Maintenance - article - Vol 17, No 12, p 28 - "SOP for Chain Saws" by GM
- Golf Course Management - article - Vol 44, No 5, p 88 "Chain Saw Safety" by Grenville O'Brien
- U.S. Consumer Product Safety Comm. - guide - "Consumer Information Guide Chain Saw Safety"

7. TRACTORS, LOADERS AND BACKHOES

Tractors

Yearly, there are approximately 9,000 tractor-related injuries, and 800 deaths. Nearly half of all the fatalities were caused by the tractor overturning. More tractor manufacturers are providing tractors with Roll-Over Protective Structures (ROPS). Used in conjunction with the seat belt, deaths caused by tractors overturning could virtually be eliminated.

The most dangerous part of your tractor is the power take-off (PTO). On most tractors it rotates at a rate of 1000 rpm. To give you an example of its danger, if a rotating PTO caught your shirt cuff, it would twist off your shirt (including your arm) at a rate of 8 feet per second. This is why you should keep your unused PTO capped at all times. PTO attachments have also caused extensive injuries. Consider allowing only certain employees to use your tractors, and educate them as to the dangers and instruct them on how to use their tractors safely.

Loaders/Backhoes

Because of the sheer size and bulk of loaders and backhoes, its use

demands an educated respect. At Westchester Country Club, our hard and fast rule is that only a few of our employees are allowed to use these vehicles, and we have one individual whom we consider to be our specialized operator. A few others have the knowledge and experience to operate both our backhoe and crawler, but most work is performed by this specialized employee.

In addition to being equipped with Roll-Over Protection Structure (ROPS), your loaders and backhoes should also have a Falling Object Protective System (FOPS). While operating these units, a hard hat and other protective clothing should be worn.

Training Aids:

- Siegel and Assoc. - VCR tape - "A Presentation from Kubota Tractors - Tractor Safety Begins with You".
- Grounds Maintenance - article - Vol 21, No 11, p 60 "Safe Tractor Operation" by Robert Grisso
- Kubota Tractor Corp. - pamphlet - "The Ten Commandments of Tractor Safety"
- The Bureau of National Affairs, Inc. - policy guide - Job Safety and Health Reference Binder - "Heavy Earth Moving and Handling Equipment".
- Grounds Maintenance Magazine - article - Vol 21, No 2, p 50 - "Safe Skid Steer Loader Operation"
- Grounds Maintenance Magazine - article - Vol 21, No 3, p 80 - "Safe and Sane Loader Operation"

8. TRUCKS AND AUTOMOBILES

Some or all of your trucks and company cars may be licensed for use on public roads. Make sure all men who drive out on the public roads have a current license. Keep your insurance and registration updated. Remember that most states require a tarp when you are hauling items such as gravel, sand, etc. on the public roads.

Training Aids:

- Driver Energy Conservation Awareness Training (DECAT), P. O. Box 14400, Las Vegas, NV 89114

9. GOLF CARS AND UTILITY VEHICLES

Your golf cars and utility vehicles are probably the most widely used and versatile of all your maintenance equipment. Because they are among the faster vehicles of your maintenance fleet, extra safety precautions should be taken.

Many of the utility vehicles in use are three-wheeled, and because of this, they are less stable on inclines and when making sharp turns. Instruct your men to slow down when riding the hills. Most of these vehicles are designed for one, or at the most, two passengers, but often there will be three or four men to a Cushman. It is recommended to allow only as many passengers as the vehicle is designed to accommodate, but if there are additional riders, they should be securely within the vehicle's bed, not perched on the outside where they're likely to tumble out going around the next sharp turn.

Training Aids:

Outboard Marine Corporation - Cushman Operator's Manual

Grounds Maintenance Magazine - Vol, 16, No 1, p 40 - article - "How to Service Utility Vehicles"

Grounds Maintenance Magazine - Vol 17, No 12, p 22 - article - "Golf Car Maintenance" by John Bush

10. PESTICIDE SAFETY

Perhaps the most potentially dangerous golf maintenance practice is your pesticide application. Consider the inherent hazards: you are working with toxic substances which could harm the applicator and other employees, members, children and animals. If incorrectly applied, the pesticide could harm or kill your grass or trees. If there was an accidental spill the chemical could be incorporated into the groundwater. Your use and storage of pesticides is perhaps one of your greatest legal liabilities as a golf course superintendent.

Safety begins with following both national and state regulations regarding pesticide useage and by reading each pesticide label in entirety. Although legally there needs to be only one individual certified on the golf course, at Westchester Country Club we require that every applicator be certified or be working towards their certification.

Pesticide storage is an important consideration. There are basic guidelines set by the E.P.A. which state that the storage area should be secured to prevent children, visitors, and non-applicators from entering the area. The storage area must be posted as such, indicating that fire will cause toxic fumes. Neutralizers should be on hand in case of an accidental spill. Consult your manual for further storage requirements.

Because there are so many groups of pesticides (carbamates, organo-phosphates, etc.) antidotes will differ temendously from type to type. You should have a label of every pesticide in your inventory in a file which is easily accessible in the event of an emergency. The Poison Control telephone number should be posted at every phone, within the chemical storage areas, and within your label file. We have had isolated incidents where we needed to contact the Poison Control Center and their responses were prompt, professional and extremely helpful.

For your regular applicators, consider mandatory Cholinesterase testing. Although some of your applicators may apply little or no insecticides, it is recommended that they be tested. For correct interpretation of Cholinesterase levels, your applicators should have two blood tests: one in the winter to determine their average or "base" level, and one in the summer when they are actively spraying.

As the manager of your golf course, it is your responsibility to insure that your pesticides are safely labeled, stored, and applied. In the implementation of a safety and training program, this should be one of your highest priorities.

Training Aids:

Safety and Systems Management, Inc. - VCR tape - "Pesticides for Horticultural Related Industries"

- University of Florida - VCR tapes - "Pesticide Safety for Non-Certified Mixer/Loader and Applicators Program"
- LESCO, Inc., - VCR tape - "Pesticide Handling For The Turf Industries Golf Courses"
- Metropolitan Golf Association - article - "Suggestions for Handling, Storage, Application and Disposal of Pesticides at Golf and Country Clubs"
- The Bureau of National Affairs, Inc. - policy guide - "Safety and Health Standards for Hazardous Chemicals"
- Grounds Maintenance Magazine - articles, 2 part series - Vol 10, No 3, p 56 and Vol 10, No 4, p 81 - "How to Train a Spray Crew" by Dr. Malcolm C. Shurtleff
- Grounds Maintenance Magazine - article - Vol 21, No 10, p 46 - "Develop a Pesticide Emergency Action Plan" by Clark Bledsoe
- Grounds Maintenance Magazine - article - Vol 19, No 9, p 24 - "The Name of the Game is Chemical Safety" by the Grounds Care Forum

11. FIRE SAFETY AND PREVENTION

Prevention is the key to fire safety. Post "NO SMOKING" signs in all hazardous areas (fuel pumps, by flammable cleaning solvents, etc.) and strictly enforce its rule. Old fuel drums, empty pesticide containers, and oily rags should be promptly removed. Keep the maintenance area clean! Never store flammable material near a source of spark or heat.

Several fire extinguishers should be available within the maintenance compound, particularly within the shop and fueling area. Smoke detectors and heat detectors (used in the shop, because activities such as welding would set off a smoke detector) should be installed and hooked into the clubhouse or directly to your local fire department. Your pesticide storage must be posted to indicate tht fire will cause toxic fumes.

All employees should be instructed in how to deal with a fire (and how to prevent fire hazards). A trial fire drill is suggested once or twice a year. Emergency numbers (police, fire department, ambulance, poison control) should be posted on, or by, every phone.

Burns:

Direct contact with heat and/or caustic chemicals can cause severe burns to the skin. First aid begins with irrigation of the burned area with a gentle flow of tepid water. Never cover a burn with gauze as it may adhere to the wound. Keep the burn victim calm, and transport him to the hospital.

Training Aids:

- Insurance Agency "Loss Control Technical Guides" (Inquire from individual carriers)
- Westchester Country Club - guide - "Fire Guide for all Personnel"
- Justrite Manufacturing Company - booklet - "How to Handle Flammable and Combustible Liquids Safely"
- Golf Course Management Magazine - Vol 51, No 9, p 45 - "Fires and Burns-Finesse the Menace!" by Ann Reilly
- Connecticut Burns Care Foundation, Inc. - booklet - "Helpful Hints and Guides to Fire and Burn Prevention"

12. FIRST AID TRAINING

Quick response to a medical emergency can save a life, or minimize the extent of an injury. Often on a golf course, an employee is the first to reach the ill person. It is vital that both you and your employees know the basics of first aid.

Training Aids:

- American Red Cross - CPR Modular Course - Training Course for Employees
- American Red Cross - MultiMedia Standard First Aid Course - Training for Employees
- Golf Course Management Magazine - article - Vol 45, No 4, p 44 - "First Aid on the Golf Course ... or Could You Save a Life?" by C. O. Hartshorn
- Golf Course Management - article - Vol 51, No 9, p 67 - "Learning CPR: The Time is Now" by Sue Pinchot

13. PERSONAL HEALTH AND SAFETY

As a manager, one of your duties is to get the most productivity possible from each of your employees. From experience you realize that some people are simply more capable of being productive than others. You also recognize that an individual's personal life can affect their productivity. If one of your men is a heavy drinker, you'll have to put up with his unexplained absences or his Monday morning hangover.

Corporations are beginning to realize that their employee's personal lives do indeed affect productivity. Many have begun Employee Assistance Programs to help individuals through their problems rather than terminating them. If your club does not offer an Employees Assistance Program, there are steps you as a manager can take to help a troubled employee. First you must recognize the warning signs that there is a problem. What you do from there depends in part on the individual.

Training Aids:

- Alcoholism and Drug Dependency Council, Inc. - pamphlets, booklets, articles, movies, tapes, etc.
- National Council on Alcoholism, Inc.
- Kemper Insurance Companies - pamphlet - "What About Drugs and Employees?"
- Krames Communications - booklet - "Alcoholism in the Workplace: What Can You Do"

Other areas of training we emphasize include: 14) Employee Etiquette; 15) Personal and Club Security; 16) Irrigation Management Training; 17) Fertilization Training; and 18) Understanding Golf.

CONCLUSION

Effective safety and training programs are not developed overnight. But appreciable gains can soon be realized if you keep in mind that time is of the essence.

Developing a safety and training program to fit all situations and conditions is next to impossible because of the constant turnover of personnel

and since our work is carried on through all kinds of situations in nature and can be also unlimited in scope. However, L. H. Bornoff, author of "The Human Side of Safety" lists some basic fundamentals which, if utilized, can contribute substantially to the success of the program: 1) an unwavering safety policy that is mandatory; 2) pre-testing, indoctrination and safety training of all employees; 3) the preparation, publication and distribution of safety instruction guide books for supervisors and workers; 4) and holding of safety meetings of supervisors and workers at regularly designated intervals; 5) the reporting of all injuries regardless of how slight they may appear to be; 6) weekly job-site safety inspections and immediate corrective action; 7) proper instruction in the use of all personal safety equipment; 8) safety incentives; and 9) safety surveys and inspections at regular intervals.

Hopefully, some of the topics we've discussed will spark you to analyze and perhaps change parts of your operation!