

San Diego to provide association management services. DJ is also the manager of the San Diego chapter and the publisher of *Thru the Green*. CGCSA's address is now 7150 Shoreline Drive, #3215, San Diego, CA 92122. The telephone number is 619/558-4769. Fax 619/558-7387.

mer. Seeding with improved varieties of creeping bentgrass on a frequent basis will help improve stress tolerance on the greens. Creeping bentgrass is more salt tolerant than *Poa annua* and will help provide adequate turf coverage and density during the summer.

On a final note, you may recall that warm temperatures have persisted well into October during the past two years. Don't let your guard down too early. Remember that regular monitoring and early implementation of management programs will help avoid severe problems later in the season. Best wishes for the remainder of the summer. We look forward to seeing you during our travels on behalf of the USGA Green Section.

Summer Salt Accumulation

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Unfortunately, many courses experience black layer following leaching operations. If this is the case, try to combine aeration and leaching operations as suggested and then hand water dry spots for the remainder of the week. This is a difficult balancing act, but many superintendents have been able to find a happy medium with this program through experience.

Overseed with creeping bentgrass.

Despite these efforts, *Poa annua* has a tendency to "check-out" during the sum-



Tips on SB198 Compliance

Now that SB198 has been in effect for a while, most golf courses have set up a written safety program to comply with it.

However, at this point a compliance officer will also be looking for evidence that the program has actually been implemented and is being followed on an ongoing basis.

"Many clients believe they need only show a compliance officer that they have a written program, but the emphasis in enforcement of the requirement for an IIP Program is on the **effectiveness** of that program," says Colleen Britz, a safety professional with Marsh & McLennan Protection Consultants.

During an inspection, you should be able to produce evidence that shows:

1. Scheduled, periodic workplace inspections, including the names of the persons responsible for the inspection;
2. Documentation that hazards were corrected;
3. Documentation that employees were disciplined or rewarded for work practices;
4. Records of safety training or re-training, including employee names, dates, types of training, topics covered and names of trainers;
5. Safety Committee minutes;
6. A written Respiratory Protection of Hazard Communication program if appropriate. These need similar documentation to demonstrate that they are actually being followed.

Check your SB198 procedures to make certain you have these records current and available. It's not only important for legal compliance, but for the health and safety of your employees.

How to Keep Good Workers

When you can't offer cash or promotions to keep good workers on board, try these incentives:

- **Acknowledge** their sacrifices. And don't err by suggesting that they should be grateful for keeping their jobs during the recession.
- **Remind them** often to "keep in mind how much we value you here."
- **Involve them** more deeply in decision-making.
- **Offer them** the chance to learn new skills -- inside or outside the company.
- **Give them** new titles and greater visibility
- **Build bonds** by having lunch and an occasional coffee break with them.
- **Give them** some tangible award. *Example:* One company recognized outstanding performers by giving them antique Waterman fountain pens.

*-Reprinted from Communications Briefings
July 1993*