

the elements of the first written warning. When informing an employee of a suspension, ask them to determine in their absence, whether or not they wish to continue working, or feel they are capable of fulfilling the requirements of the job. In other words, force them to take responsibility for their actions. When they return, ask them to explain their decision.

**Discharge** - Discharge of an employee should occur when the conditions of the verbal and written warnings have not been met, and all the procedures outlined above have been satisfactorily completed. A private meeting should be scheduled with the employee and should include: a summary of the cause of dismissal, the final compensation check, the collection of all company property including keys, uniforms and notification of insurance benefits if applicable. At the conclusion of the meeting a summary of the discussion should be prepared for your files.

Although this process may seem rather lengthy and appears to provide more than ample time for an employee to correct their performance problems it accomplishes the

objectives stated earlier.

In summary, managing disciplinary problems requires time, forethought and a plan. Keep these thoughts in mind the next time you are faced with a situation which requires disciplinary action; as often as possible define expectations for performance in writing, be specific in stating the problem, include dates, be thorough in your documentation and finally take responsibility for your employees behavior. Generally, most employees want to perform well. Perhaps their failures are a result of poor training, expectations that were not clearly defined, or maybe they never should have been hired in the first place, and whose fault is that? \*

**Is The Game Better?** (Cont'd.)

has made in the last twenty years my question is: Have we improved the game or just made the playing field more attractive to look at? Could we enjoy the game just as much if a little less time and money were spent on conditioning? Could more people afford to enjoy the game if it were not so expensive to play? Is it really any more fun to play golf now than it was then? Is the game really any better? As for myself, I'm not sure. \*

**Naumann's NorCal News**

Dave Smith has left Tilden Park G.C. in Berkeley to become the superintendent at Micke Grove GC in Lodi, replacing Bob Francine . . . Sam Singh is leaving Mountain Shadows Golf Resort in Rhonert Park to take over for Dave Smith at Tilden Park. All three facilities are managed by American Golf . . . Castle and Cook has taken Riverside GC in Coyote back under its own management team. Mike Swing, superintendent at Seven Oaks CC in Bakersfield is temporarily overseeing the operation until permanent positions are given . . . Mike Higuera left Riverside GC and is the superintendent at Seascape GC in Aptos. He was the superintendent at both courses prior to going full time at Seascape GC.

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