The most common form of harassment in the workplace occurs between a supervisor and a subordinate. But what about the actions of co-workers. As hard as you may strive for teamwork and harmony amongst your staff, some form of employee confrontation is inevitable. As a manager, you may be held responsible not only for your own actions and behavior, but also the interactions of those employees under your supervision.

Harassment, whether motivated by discrimination or some other form of conflict can result in arguments and disputes in the workplace. When it involves co-workers, your responsibility as a manager is to respond quickly and attempt to diffuse the situation. Failure to do so may result in future issues of liability for both you and your golf club.

As I mentioned, the key is to respond quickly as soon as you become aware of a conflict amongst employees. All members of your staff have a right to work in an environment that is safe and non-threatening. It’s your responsibility to ensure that those conditions exist.

Disputes among employees can often be resolved before any formal disciplinary action needs to occur. Here are some suggestions about how you can mediate disputes before they escalate into major conflicts, or even lawsuits.

♦ **Speak to Each Employee Individually** — It’s important to get each side of the story.

♦ **Meet privately with other employees who may have witnessed a confrontation or dispute** — This can be helpful to help sort out the facts. You may find that other employees may not be willing to provide information simply because they don’t want to be involved.

♦ **Gather the disputing employees in a private location to talk**

Privacy is important because it generates trust. Set rules for meeting. Such as, allowing each individual to speak uninterrupted. Allow each individual to state his, or her version of the conflict. Summarize your understanding of the problem. Make it clear that the behavior which resulted in the dispute is unacceptable and will not be tolerated. A solution must be reached.

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**Superintendent Pro Results**

**Team Gross**
- Michael Basile 69 Santa Clara Golf & Tennis Club
- Mike Paul 69 Palo Alto Country Club
- Michael Garvale, CGCS 70 Mountain Springs Golf Course
- Jim O'Neal 70 The Oakmont Golf Club
- James T. "Ty" Abraham 71 Peachtree Golf & Country Club
- Mike Cook 71 Greg Hanway 73
- Michael Clark, CGCS 72 The Oakmont Golf Club
- Jeff Pace 72
- Timothy Thilo, CGCS 73

**Team Net**
- Terry Grasso 64 Burlingame Country Club
- Joby Ross 64 Corral De Tierra Country Club
- Richard Scholes 65 California Golf Club
- Gerry Greenfield 65 Pruneridge Golf Course
- Roger Robarge 66* Douglass Holcomb 67 Delta View Golf Course
- Mark Doss 66* Douglas Holcomb 67
- Thomas Wallick 66* Joseph Fernandez 67

**Low Gross Pro**
- Mike Paul 70 Santa Clara Golf & Tennis Club
- Gerry Greenfield 73 Corral De Tierra Country Club
- Mark Doss 75** California Golf Club
- Tom Ringer 75** Blackhawk Country Club
- Shane Balfour 75** Diablo Grande, Ranch Course
- Jeff Johnson 75** Palo Alto Country Club

**Superintendent Individual Net**
- Terry Grasso 71 Burlingame Country Club
- Randy Gai 72* Claremont Country Club
- John Grant (Retired) 72* San Mateo Golf Course
- Blake Swint 76 Castlewood Country Club
- Forrest Arthur 77 Links At Spanish Bay

**Individual Gross**
- Bruce Olsen 77 Emerald Hills Golf Course
- David Hayes 80* Salinas Golf & Country Club
- Dave Davies 80* Palo Alto Municipal Golf Course
- Walt Barret 81 Green Hills Country Club
- Ross Brownlie 81* Links At Mariners' Point

* Tie Breaker Matched Cards
** Third Place Tie