

are good gardeners. They all drive cars and can soon be trained to handle tractors and riding mowers as well as men.

As for fringe benefits and retirement, this is a matter that has received very little consideration at most golf clubs, but it is something that we must consider as we strive to meet the competition of industry for good men.

### **Tell Men About Benefits**

If your club offers any fringe benefits, such as sick leave, paid vacations, retirement, be sure your employees know what they are. They should know when they are eligible and what they can expect.

I think keeping a well trained crew starts with the first interview you have with a prospective employee. The interview should be frank and directly to the point. Try to find out something about the character and temperament of the man, and then you will have some idea whether he will fit into your present crew. Let him know what the working conditions at your club are, and what you will expect of him. I think if this first interview is well conducted, a new man will come on the job with respect for you, your other employees and the club members. I think this is the first step toward a satisfied employee.

The careful selection of new employees is very important. I think most every club spends several hundred dollars each year training new employees. If a new employee only stays two months or less, his training is a complete loss to the club.

### **Training Programme Vital**

To carry out an economical and effective training programme is a matter of great importance. At our club a new employee is handed what we like to call an employee's training guide. This is a brief explanation of most of the operations in ground maintenance, including the club house yard, tennis courts, and courtesies to members, as well as the golf course work.

The men are encouraged to take the brief home, read it, and then ask questions about it. We feel each man

should understand something about the entire operation, even though he may work in only a small portion of the general operation.

As soon as we have our crew together in the spring, we start holding a discussion period two or three mornings each week. We discuss the work we are doing at that time with the entire crew present. We ask for questions and suggestions from the men. We hope in this way to create interest in the work and to try to make each man feel he is part of the whole maintenance operation.

We feel a well-informed crew soon becomes a well trained crew and that a well-informed man will take a greater interest in what he is doing. The more interest he has in the work, the more likely he is to become a satisfied employee.

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*With grateful acknowledgments to the USGA Journal.*

*Mr. Mendenhall is a member of the USGA Green Section Committee.*

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## **WINTER WORK IS ON THE WAY**

**Ready? . . .**

*Mats?*

*Worms?*

*Drains?*

*Machines?*

*Fungicides?*

*Re-turfing?*

*Frost greens?*

*Trees?*

*Sheds?*

*Ditches?*

*Hedges?*

*Re-painting?*

*Water system?*

*Construction?*