

BIGGA's Education and Training Manager, Ken Richardson signs off the year by answering the questions he set last month, and posing yet another...

UPDATE

The Learning Experience 2000

Remember that the deadline for applications for the Learning Experience 2000, sponsored by Textron Turf Care and Specialty Products, is 31 December 1999. There are still a few places left on the 'New Look' National Education Conference and Workshops and Seminar sessions are filling up fast. Make sure of your place by sending in your entry NOW. Extra copies of the Learning Experience brochure and application form are available from BIGGA HOUSE.

TORO Competitions

The Finals of the TORO Excellence in Greenkeeping and Student of the Year Competitions were held at BIGGA House at the end of October. Full details are printed elsewhere in this magazine but I would like to congratulate all finalist, especially Brian Turner, the Excellence Award winner and Tommy Givnan the Student of the Year. These two competitions get better every year and it was a difficult job to separate the finalists and select the winners. Thanks to the continued sponsorship by TORO these competitions should continue into the next Millennium.

BIGGA Golf Environment Competition

Congratulations to Temple Golf Club on winning this year's Golf Environment Competition held in association with Amazone Ground Care and the Grass Roots Trading Company. Full results of this successful competition are given on page 22 of this magazine.

EDUCATION AND TRAINING

My article in last month's magazine included a section on Training and Development where I posed five questions and promised that I would print the answers in this edition. There is only one answer and it is The Head Greenkeeper/Course Manager.

The Role of the Head Greenkeeper/Course Manager in Education, Training and Development

What are Education, Training and Development?

Education is learning that expands knowledge and intellectual capacity. However, completing an educational course will not guarantee that any learning can be transferred to the workplace.

Training delivers the information necessary to develop skills or behaviour. It does not ensure that those skills can be transferred to the workplace. Competence can be shown, however, by assessment in the workplace.

Development is a broader ongoing process. It includes both education and training although the key activity is learning from experience and applying any learning to future activities.

The days when a greenkeeper could learn how to do a job and then continue to do it indefinitely have gone. Demands on golf courses and therefore, greenkeepers will continue, change and increase and they will have to learn new skills and adapt old skills and knowledge to improve and develop their potential.

Head Greenkeepers and Course Managers will have to become competent in a new range of skills at a time when they are fully stretched meeting the demands of tomorrow's golfers.

Head Greenkeepers and Course Managers are responsible for two main areas of staff development. These are:

1. Managing the process of training and development, which is a key element of people management.
2. Active involvement in training and development activities, which involves a range of skills used in formal and informal settings.

Head Greenkeepers and Course Managers are best placed to manage the training and development of their staff because:

1. They are responsible for the performance of their greenkeeping team(s).
2. They should know what standards should be met.
3. They should know what skill and knowledge is required to ensure that standards are met.
4. They should know the strengths and weaknesses of team members.
5. They should know team training and development needs.
6. They should be able to assess the impact of time taken for training and assess the most efficient methods of training and development.
7. They should be able to assess the success (or failure) of any training and development activity.

What are the benefits of ensuring that teams are trained to the maximum level of competence?

Competent greenkeepers set up successful golf courses which reflects well on Head Greenkeepers and Course Managers.

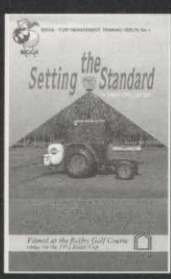
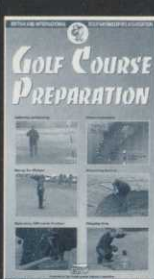
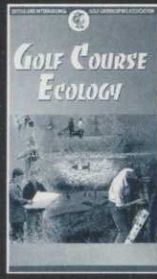
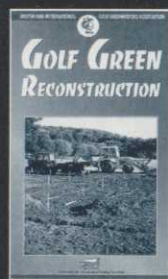
Confident, successful staff will be better motivated, will work harder and remain longer in the job.

Head Greenkeepers and Course Managers with successful teams will suffer from less stress.

In general, the job of Head Greenkeepers and Course Managers is made easier, more enjoyable and less stressful if their teams are competent and well motivated. Conversely, Head Greenkeepers and Course Managers who do not train and develop their staff are more likely to lose the 'high flyers' and retain those who cannot move on. This is likely to result in a team that under performs, sets lower standards and is de motivated. Moreover, if a greenkeeper is dismissed for poor performance without having had the opportunity for training and development, the club runs the risk of being held responsible for unfair dismissal.

Getting the education and training process right can make the Head Greenkeeper / Course Managers job enjoyable and satisfying. Getting it wrong can have disastrous consequences. Watch out for more information on the role of Head Greenkeepers and Course Managers in education training and development in future editions of Greenkeeper International.

ON COURSE WITH BIGGA EDUCATION



Golf Course Preparation Video
 £14.95 to BIGGA members
 £29.95 to non-members

Golf Course Reconstruction Video
 £14.95 to BIGGA members
 £29.95 to non-members

Ecology Book
 £3.00 to BIGGA members
 £7.00 to non-members

Ecology Video
 £14.95 to BIGGA members
 £29.95 to non-members

Raising the Standards of Mowing Management Video
 £14.95 to BIGGA members
 £29.95 to non-members

Setting the Standard in Spraying Application Video
 £14.95 to BIGGA members
 £29.95 to non-members