

**This month, Ken Richardson, BIGGA's Education & Training Manager, takes a look at the need for continual training, and outlines some of the training courses on offer**

# Continuing PROFESSIONAL development

Are you fully trained? Are you competent to do all of the tasks set by your management? If you can answer yes to one or both of these questions then either:

- a. You did not understand the question; or
- b. You think that you know more than you do.

In the rapidly changing, cost conscious, quality led business environment in which golf greenkeepers work, success and in some cases survival can be achieved only if the need for training, development and continuous learning are seen as essential.

BIGGA can help greenkeepers with their development through its Regional and BIGGA HOUSE Training Courses. These courses are designed to meet the needs of greenkeepers wanting to improve not only their supervisory and management skills but also their knowledge of computing, health and safety, turf science and golf course design.

Courses planned for 1999/2000 are:

## **BIGGA HOUSE**

### **Managing People Module 1 11-15 October 1999**

This course introduces a range of interpersonal skills needed in supervisory management and includes: time management - planning and prioritising - setting objectives - the importance of delegation - Gantt charts and time planners - overcoming procrastination - action planning. Team work - identifying strengths and weaknesses - ensuring effective teams - delegating - motivating - team briefings. Leadership skills - action centred leadership - leadership styles - practical leadership exercises. Computers in greenkeeping management - introduction to the use of digital computers.

### **Managing People Module 2 18-22 October 1999**

This course builds on the knowledge gained in Module 1 and includes:

guidance skills - listening - questioning - summarising - paraphrasing - giving information and advice. Appraisals - appraisal interviews - guidance strategies - constructive feedback. Grievance and discipline skills - employment protection - formal and informal warnings - assertive communication. The use of computers in management - written communication.

### **Managing Operations and Resources 25-29 October 1999**

This course looks at financial planning, project management and the effective use of resources. It includes:

basic financial management - estimating costs - budget forecasts - cash flow forecasts - managed delegated budgets - production and maintenance of financial records. Project management - objectives and specifications - estimating time - milestone plans - critical path analysis - network diagrams and Gantt charts - project reviews and evaluation. Planning and control of resources - maintaining services and operations - improving customer service. The use of computers in greenkeeping management - spreadsheets and project management.

### **Managing Information 1-5 November 1999**

This course looks at methods of communicating information to others and includes:

Writing memos and letters - writing reports, storage and retrieval of information - electronic communication. Managing meetings - agendas and minutes - oral communication - audio visual aids - delivering presentation - coping with questions. The use of computers in communication.

### **Managing Golf Course Development 8-12 November 1999**

This course is aimed mainly at those delegates who have completed Weeks 1 to 4 and looks at: Health and Safety Update - Developing Working Relationships - Soil and Plant Analysis - Defining Seed and Turf Quality - Computers in greenkeeping management.

The cost of each course including four nights' accommodation, meals and all tuition is as follows:

**BIGGA Members £525 + VAT (£616.88)**  
**Non Member £625 + VAT (£734.38)**

All delegates will receive a certificate of attendance which can be used as part of an N/SVQ portfolio of evidence.

**Further details and a booking form are included in the leaflet, distributed with this magazine.**

The BIGGA 1999/2000 Regional Courses are being finalised and full details will be enclosed with the July copy of this magazine. Planned courses include:

- Budgeting and Finance**
- Project Management**
- Health and Safety**
- Soil Science**
- Golf Course Design**
- Essential Management Skills**
- Computing for Greenkeepers**

Thanks to the contributors to the BIGGA Education and Development Fund the cost of Regional Courses is kept very low thanks to a massive subsidy. Make sure of your place by booking early.