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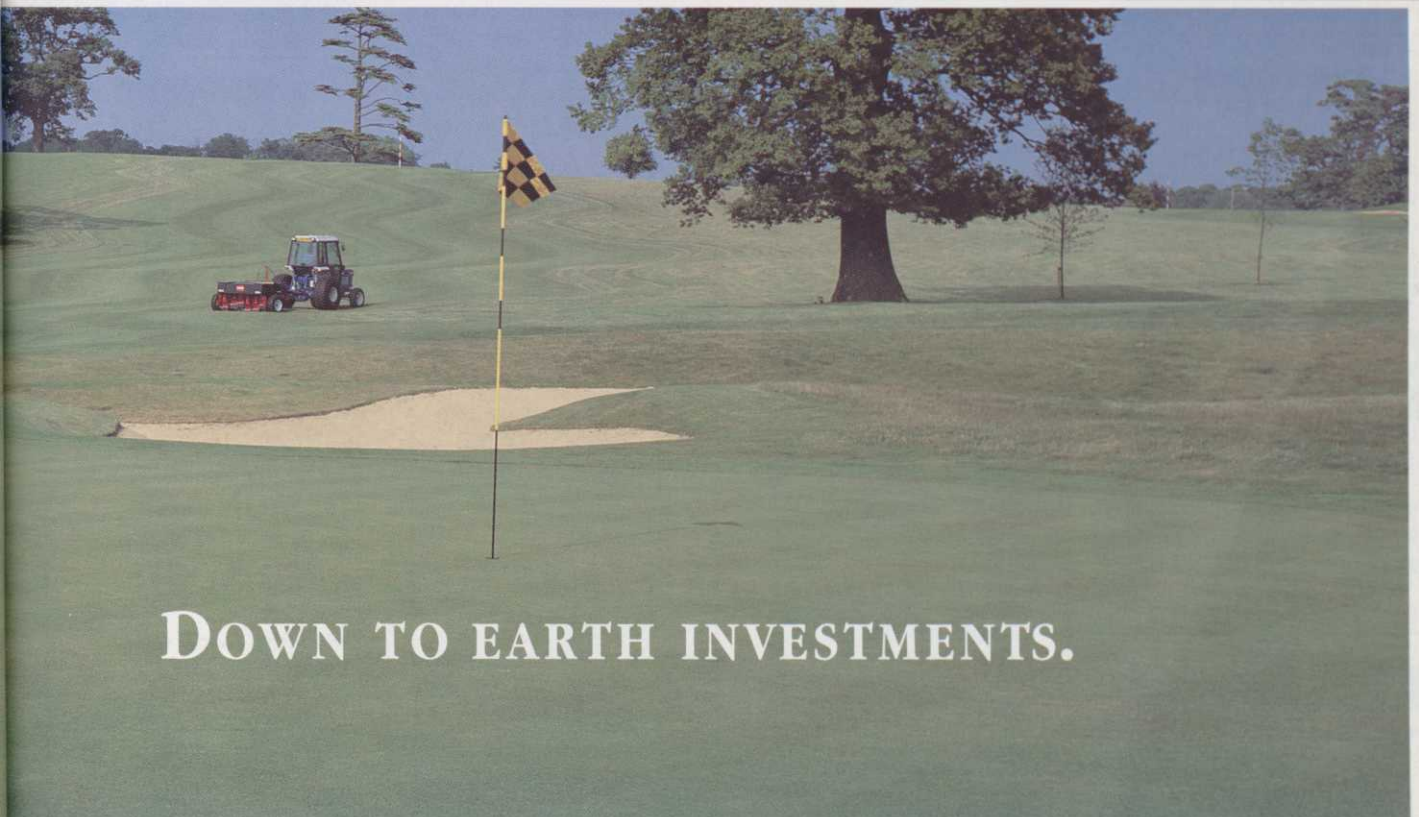
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Managing People/Peter Grainger	Management	Journal of the Sports Turf Research Institute	No 47 1970	Reference
Managing Recruitment/Elizabeth Sidney	Management	Journal of the Sports Turf Research Institute	No 48 1971	Reference
Managing Resources/Peter Grainger	Management	Journal of the Sports Turf Research Institute	No 49 1972	Reference
Speak for Yourself/Richard Denny	Management	Journal of the Sports Turf Research Institute	No 50 1973	Reference
The Business Plan Workbook/Colin Barrow et al	Management	Journal of the Sports Turf Research Institute	No 51 1974	Reference
The Business Plan Workbook/Colin Barrow, Paul Barrow and Robert Brown	Management	Journal of the Sports Turf Research Institute	No 52 1974	Reference
	Management	Journal of the Sports Turf Research Institute	No 53 1975	Reference
Coaching Mentoring and Assessing/Eric Parsloe	NVQs	Journal of the Sports Turf Research Institute	No 54 1976	Reference
Competence-Based Assessment Techniques/Shirley Fletcher	NVQs	Journal of the Sports Turf Research Institute	No 55 1977	Reference
Designing Competence-Based Training/Shirley Fletcher	NVQs	Journal of the Sports Turf Research Institute	No 56 1978	Reference
NVQs Standards and Competence/Shirley Fletcher	NVQs	Journal of the Sports Turf Research Institute	No 57 1979	Reference
Integrated Pest Management for Turf and Ornamentals/Anne R Leslie	Pest Mngmnt	Journal of the Sports Turf Research Institute	No 58 1980	Reference
Managing Turf Grass Pests/Thomas Watsche, Peter Dermoeden, David Shellar	Pests	Journal of the Sports Turf Research Institute	No 59 1981	Reference
British Golf Greenkeeper 1949	Reference	Journal of the Sports Turf Research Institute	No 60 1982	Reference
British Golf Greenkeeper 1950	Reference	Journal of the Sports Turf Research Institute	No 62 1984	Reference
British Golf Greenkeeper 1951	Reference	Journal of the Sports Turf Research Institute	No 63 1985	Reference
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British Golf Greenkeeper 1966	Reference	Journal of the Sports Turf Research Institute	No 61 1983	Reference
British Golf Greenkeeper 1971	Reference	Journal of the Sports Turf Research Institute	Vol 8 No 30	Reference
British Golf Greenkeeper 1973	Reference	Journal of the Sports Turf Research Institute	Vol 10 Nos 35-38	Reference
British Golf Greenkeeper 1974	Reference	Journal of the Sports Turf Research Institute	Vol 11 No 39	Reference
British Golf Greenkeeper 1975	Reference	Journal of the Sports Turf Research Institute	Vol 8 No 28	Reference
British Golf Greenkeeper Jan-Dec 1952	Reference	Journal of the Sports Turf Research Institute	Vol 8 No 28	Reference
British Golf Greenkeeper Jan-Dec 1953	Reference	Journal of the Sports Turf Research Institute	Vol 8 No 29	Reference
British Golf Greenkeeper Jan-Dec 1955	Reference	Journal of the Sports Turf Research Institute	Vol 9 Nos 31-34	Reference
British Golf Greenkeeper Jan-Dec 1956	Reference	The Secrets of Telephone Selling/Neil Johnson	Sales	Reference
British Golf Greenkeeper Jan-Dec 1957	Reference	Grounds Maintenance A Contractor's Guide to Competitive Tendering/Philip Sayers	Tenders	Reference
British Golf Greenkeeper Jan-Dec 1959	Reference	How to Develop and Present Staff Training Courses/Peter R Shea	Training	Reference
British Golf Greenkeeper Jan-Dec 1960	Reference	Identifying Training Need/David Reay	Training	Reference
British Golf Greenkeeper Jan-Dec 1962	Reference	Implementing Training/David Reay	Training	Reference
British Golf Greenkeeper Jan-Dec 1963	Reference	Portfolios for Development/Warren Redman	Training	Reference
British Golf Greenkeeper Jan-Dec 1964	Reference	Selecting Training Methods/David G Reay	Training	Reference
British Golf Greenkeeper Jan-Dec 1967	Reference	Understanding How People Learn/David Reay	Training	Reference
British Golf Greenkeeper Jan-Dec 1968	Reference	Grasses A Guide to their Identification Uses and Distribution/C E Hubbard	Turf Science	Reference
British Golf Greenkeeper Jan-Dec 1969	Reference	Natural Turf for Sport and Amenity Science and Practice/W A Adams and R J Gibbs	Turf Science	Reference
British Golf Greenkeeper Jan-Dec 1970	Reference	Science and Golf II Proceedings of the 2nd World Scientific Congress/A J Cochran and M R Farrally	Turf Science	Reference
British Golf Greenkeeper Jan-Dec 1972	Reference	Science and Golf Proceedings of the 1st World Scientific Conference/A J Cochran	Turf Science	Reference
British Golf Greenkeeper Jun 1976	Reference	The Complete Golf Course Turf and Design/Claude Crockford	Turf Science	Reference
Dod's Parliamentary Companion/Michael Bedford	Reference	The Nature and Properties of Soils/Nyle C Brady	Turf Science	Reference
Encyclopedia of Employment Law and Practice	Reference	Turfgrass Science and Management/Robert Emmons	Turf Science	Reference
External Works incorporating Landscape Specification	Reference	Management of Turfgrass Diseases/JM Vargas	Turf Science	Reference
Journal of the Sports Turf Research Institute Volume 8 No 27	Reference	Sports Turf Science Construction and Maintenance/V I Stewart	Turf Science	Reference
Journal of the Board of Greenkeeping Research Vols 1 to 7	Reference	Keeper of the Green	Video	Reference
Journal of the Sports Turf Research Institute No 40 1964	Reference	Raising the Standard of Mowing Management/Richard Fry	Video	Reference
Journal of the Sports Turf Research Institute No 41 1965	Reference	Setting the Standard in Gray Application/Richard Fry	Video	Reference
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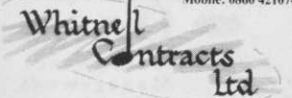
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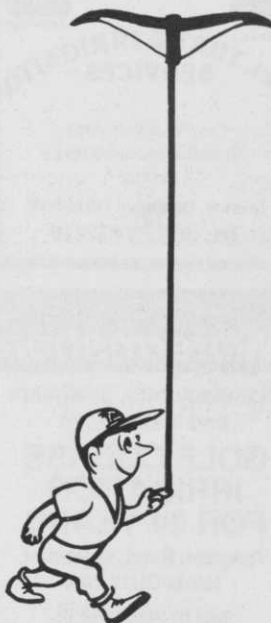
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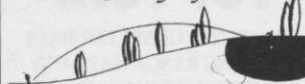
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requires a

# HEAD GREENKEEPER

Applicants should be suitably qualified and experienced in all  
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Accommodation available. The salary is negotiable and will reflect  
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Please apply in writing with full CV by 23rd June 1995 to:

**The Secretary, Fortrose & Rosemarkie Golf Club,**  
Ness Road East, Fortrose, Ross-shire IV10 8SE  
Tel: (01381) 620529

## Datchet Golf Club, Berkshire

invite applications for a

# FIRST ASSISTANT GREENKEEPER

Applicants must be suitably qualified and experienced in all  
aspects of course management.

No accommodation.

Please apply in writing with full CV to:

**The Secretary, Datchet Golf Club,**  
Buccleuch Road, Datchet, Berkshire SL3 9BP



## The Ridge Golf Club

# HEAD GREENKEEPER

An experienced working Head Greenkeeper is required for this 2 year old  
18 hole Golf Course. Applicants must be fully experienced in all aspects of  
greenkeeping with appropriate qualifications and have knowledge of  
modern equipment and the ability to direct and motivate staff.

Accommodation is not available - relocation allowance available.  
Salary negotiable according to experience.

For further particulars apply in writing to:

**G R Sones, Secretary, The Ridge Golf Club, Chartway Street,**  
East Sutton, Maidstone, Kent ME17 3DL



## The Lansdown Golf Club

requires a

# COURSE MANAGER

Applications are invited from experienced persons of proven ability  
with managerial, leadership and supervisory skills to lead and  
motivate an enthusiastic team. The successful applicant will be  
responsible for organising work programmes, budgetary control,  
the use and maintenance of modern machinery and implementing  
Health and Safety regulations.

Applicants must hold PA1 and PA2 Certificates.

Salary negotiable, no accommodation.

Please apply in writing with full CV to:

**Mr G W Rees, Secretary, Lansdown Golf Club, Bath BA1 9BT**

Closing date for applications: 14th July 1995



## West Essex Golf Club Limited (Est. 1900)

invite applications for the position of

### HEAD GREENKEEPER

Applicants must be suitably qualified, experienced and self motivated with proven ability in organising and carrying out work programmes, preparing and working to budgets and working to health and safety requirements. A sound and practical knowledge of automatic irrigation systems and the use and maintenance of greenkeeping machinery is also required. The ability to enthusiastically lead, motivate and organise an established team of greenstaff is essential.

Salary and conditions negotiable in accordance with qualifications and experience.  
No accommodation available.

Applications in own handwriting with full CV to:

**D A Peacock, Secretary Manager,  
West Essex Golf Club Limited, Bury Road,  
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**Closing Date: 30th June 1995**



## Coventry Hearsall Golf Club

### COURSE MANAGER/ HEAD GREENKEEPER

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Salary negotiable. No accommodation.

Please apply in writing with full CV to:

**Secretary,  
Coventry Hearsall Golf Club,  
Beechwood Avenue, Coventry CV5 6DF**



## Carmarthen Golf Club

requires a

### HEAD GREENKEEPER

For our 18 hole course situated in West Wales.

Applicants must possess a recognised qualification and be experienced in all aspects of course management.

The ability to lead and motivate staff, organise work programmes and maintain health and safety requirements is essential.

Practical knowledge of modern greenkeeping and budgetary control is also required.

Accommodation is not available.

Salary is negotiable according to experience.

Applications in writing with full CV to:

**Secretary/Manager,  
Carmarthen Golf Club, Blaenycod Road,  
Carmarthen, Dyfed SA33 6EH**

**Tel: 01267 281588**



## Northwood Golf Club

(Founded 1891)

require a

### COURSE MANAGER

Applications are invited for the newly created position of Course Manager at this long established Club with a fine parkland course situated in a pleasant area of North-West Middlesex.

Applicants must be fully qualified in all aspects of greenkeeping, including course management, machinery maintenance, irrigation systems etc., and possess the appropriate qualifications. The ability to develop skills of the existing staff is essential.

In return, the remuneration package will reflect the importance of the position. Accommodation could be available if required.

Confidential applications in writing, giving full career details and salary requirement, by 30th June 1995 to:

**The Secretary, Northwood Golf Club,  
Rickmansworth Road, Northwood,  
Middlesex HA6 2QW**





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## WORKING COURSE MANAGER

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The successful applicant will have the following skills, knowledge and experience:

- Greenkeeping qualifications
- Knowledge of irrigation systems
- Health & Safety regulations
- Machinery maintenance.

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The Proprietor, Heydon Grange Golf and Country Club,  
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Mr P. Fell, Sales Manager,  
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Unit 18, Moor Lane Trading Estate,  
Sherburn-in-Elmet, North Yorkshire LS25 6DX  
Tel: (01977) 681155

## Ellesborough Golf Club

Applications are invited for the position of

# HEAD GREENKEEPER

Applicants must possess recognised qualifications and be experienced in all aspects of golf course management, including maintenance of machinery.

The ability to lead and motivate staff, organise work programmes and maintain health and safety requirements is essential.

Practical knowledge of modern greenkeeping methods, budgetary controls and computer literacy is also required.

Applicants must have a minimum of five years experience preferably as Head Greenkeeper.

Handwritten applications with current CV to be sent to:

The Secretary/Manager,  
Ellesborough Golf Club, Butlers Cross,  
Aylesbury, Bucks HP17 0TZ

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For a job description and application form, please telephone the College on 01926 651367, ext. 256. Closing date: 16 June 1995. Interviews will be held on 26 and 27 June 1995.



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potential.

# Muck and magic aside...

**O**ne of the major changes I've seen in the last 14 years is in the quality of golf greenkeepers. The degree of professionalism has improved particularly over the last 10 years. I was Chairman of BIGGA's conference at Harrogate this year, and will again next, and I've been extremely pleased by the performance of greenkeepers in their ability to present themselves. I also sit on interview panels and the quality of candidates is now excellent compared with ten years ago. Much of the credit must to BIGGA and the training courses and seminars it holds. There is no doubt they are beneficial.

"The second big change concerns the amount of money golf clubs are prepared to spend on their course. When I first came they didn't buy much equipment or pay staff very well. That has all improved," said Dr Hayes who



**Dr Peter Hayes, pictured, Director of the Sports Turf Research Institute at Bingley retires at the beginning of June after 14 years during which time he has presided over a period of unprecedented success for the Institute and witnessed many changes in the industry. Just before his departure he talked with Scott MacCallum.**

has seen the turnover rise from £300,000 to £1.5million.

"Research work and new ideas are also better accepted but I'm disappointed at the number of greenkeepers who tend to still use "muck and magic" products which they think are a solution to all their ills.

"These products can all do the

most marvellous things – I even ask if they will restore my hair – but the problem is compounded because they don't just use one at a time, they put on two or three and can cause real problems."

He also has some bad tidings for a large number of clubs in the country which are looking at the need for major course surgery in the next few years.

"The time has come for a lot of golf clubs to dig up all 18 greens and put down something to a better specification. There could be four or five hundred inland courses which are getting to a stage that major reconstruction should be high on their list of priorities.

"The greens will not withstand the play that's expect of them. The clubs will have to work out whether to do it in three sixes or two nines, but it costs a lot of money."

Dr Hayes explained the reason why the courses have reached the crisis point.

"No-one used to play golf from November to April and the demand for winter golf was not there. Now the young people joining clubs want to play all the year round but the courses were just built with summer play in mind. They didn't expect hundreds of people trampling on them in winter.

The STRI's aims and objectives have been the same since the Institute was formed in 1929. It acts as advisors to golf clubs – currently over 1,200 in the UK, Ireland and continental Europe; general turf advisory service; research, education, consultation, golf course architecture, labora-

tory testing, construction and drainage consultancy and ecology.

Of these Dr Hayes has been responsible for introducing the architecture and the ecology departments and the others have all expanded. A total of 70% of the Institute's work revolves around golf.

"I'm most grateful to the R&A which has given us grants of roughly £50,000 a year for the past eight years to undertake research on various subjects. For example at the moment we are researching into earth worm biology and control and into root-zone mixes for new greens. The R&A has financed that.

"All our research work is published and is available to everyone, even our direct competitors," he added.

There have always been consultants competing for the same business as the STRI, but none of them can offer the same across the board expertise.

"We've got experts in turf disease in fact one of our rivals sends its turf diseases to us. We have a turf diseases lab, a soil chemistry lab and a soil physics lab. In addition we have specialists in the varieties of grasses and ecology. So all the expertise is here."

Another initiative introduced in the last few years has been the regionalisation of STRI agronomists.

"We have five and by the end of the year we will have three more in the London area. It allows us to build up a relationship with the clubs, cut down on travelling and react more quickly if there are any problems."

One of the main problems facing the industry, and the STRI's new Director, Dr Mike Canaway who moves into the hot seat from heading up the Institute's Research Division, is the increased threat of litigation. Everyone from suppliers, architects, consultants and contractors are going to have to be wary of the threat of legal action and insurance premiums are bound to go up.

But that won't concern Dr Hayes. He'll be back in Northern Ireland writing and enjoying his main hobby of photography.

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