

(bribes welcome!), throughout the rounds up to the final which will be played on a neutral course to be decided at a later date.

Any member who has not received an entry form for the above events please contact me by phone immediately. I could do with some input from section members to help fill in these articles when news is quiet, so if you have anything to contribute to the articles I would appreciate it, ie. People on the move, births etc. Finally I think its about time we had another football match between the three counties so if you are interested then give me a call and we will organise an evening soon (don't be put off by the injuries to a few last time).

Lindsay Anderson

Northern Section

As you are probably aware August has been a very busy month for some of our section starting with the National Tournament. Our section team did very well but just got pipped into second place. I would like to thank those members of our section who took part and hope they enjoyed the three days as much as I did.

The next event was the Roses Match held at West Bowling GC. Yet another scorching hot day but our lads, now accustomed to the heat, did the business and won back the trophy from the Lancashire team. Many thanks to Ben, the Head Greenkeeper, and his team for the superb presentation of the course and all the hard work put in on the day. Thanks also to the caterers and to Patissons for sponsoring our event once again.

Invitation Day was next on the agenda. The tournament took place at Oakdale GC, Harrogate. As we passed through Leeds we experienced some unusual weather, torrential rain. "Wet weather gear" we thought, but as we approached Harrogate the sun came out and another hot day was in store. The course was in super condition and we all looked forward to the day ahead. The day went very well and the standard of golf was excellent, reflected by some of the scores that came in. The winners were as follows:- 1st - J. Baxter & Partner,

2nd - S. Dalton & Partner, 3rd - D. Storey & Partner, 4th - M. Hannan & Partner, 5th - K. Purdy & Partner, 6th - R. Smith & Partner, 7th - J. Waite & Partner, 8th - A. Baxter & Partner, 9th - M. Cordingley & Partner, 10th - S. Payne & Partner. The trade prize was won by N. Schofield & Partner, nearest the pin was won by S. Dalton.

Many thanks to Oakdale GC for allowing us to hold our tournament there and to the Head Greenkeeper and staff for all their hard work. The food was superb, thanks to the caterers and thank you very much to Yorkshire Mowers for sponsoring the event once again.

Any members wishing to take part in the Autumn tournament at Easingwold GC on 25th October please contact me asap as numbers are limited.

Marcus Cordingley

East of Scotland

Welcome to this month's report, I hope you have now started to get over the drought. Looking at the courses around Edinburgh everybody is suffering even with automatic systems, but the rains have arrived in the last few days and things have started to green up again so all the prayers have been answered. (roll on winter).

We'll have our annual Willie Woods Memorial Tournament at Kingsknowe GC on 30th August and what a great day it was, with 20 teams competing for the silverware. The format is a fourball with a greenkeeper and a committee member of your club in each pairing. Thanks to the Captain and Council of Kingsknowe for courtesy of the course also to

Steve Dixon and staff for the condition of the course (considering the dry spell we have just gone through), and last but not least Huxleys Grass Machinery the sponsor for the day, many thanks to them for providing lunch and the magnificent crystal on the prize table. Also to the sponsors of the sponsored holes, many thanks. Results: 1st - A Holmes/J Stevens - Seahouses 68/11.5/56.5, 2nd - S Dixon/D Hastings - Kingsknowe 70/10.5/59.5, 3rd - G Stavert/G Davidson - Peebles 77/17/60.

Tickets for the annual dance at the Kilspindie House Hotel on December second are selling fast so if you want to be there be quick and don't miss out for the night of the year, give Robert Hogarth a call also send back your forms with the money for the tickets.

Friday October 20th there is a skittles night at the Right Wing, Willowbrae Road, Edinburgh from 7.00 - 11.30, price £4.50 with basket supper included, so give myself, Chris Yeaman, or Robert Hogarth a call asap with numbers and names. We have a menu to choose from so ask when you phone as we have to let the venue know what everybody wants four days in advance.

The 100 Club has been withdrawn due to lack of interest from the members of this section. So if you have any comments give us a call because everything we try fails unless it is a golf tournament. So what is happening to this section? The committee is working hard on your behalf, but you are not supporting us. Everybody that sent money/cheques etc; (all eight of you) will receive them back shortly. Sorry, but what can we do?

We are starting to finalise winter lectures so details will be in your hands soon. (Winter already!)

Well that is about all for this month but I would welcome anything from members so I can put more into these reports. So come on give me a call on 01875 870485 or drop me a note about anything, that includes other sections like football matches as the champs of the East are ready and waiting, so come on let's hear from you.

The Autumn Tournament results from Prestonfield GC will all be in next month's report, so keep an eye out.

So that's it for October see you in November. Your roving reporter.

(P.S. Stuart Greenwood - Hope the ankle's on the mend and we see you at the Hirsell GC, to take on the lads from the North-East of England Section this month and we hope it hasn't affected the right arm!)

Chris Yeaman

Devon & Cornwall

With the nights now well and truly drawing in our thoughts turn to winter meetings which start only days away on Wednesday 25th October at St Mellion with golf being played over the course that Jack built, non golfing members will have their usual guided tour of the course and after lunch retiring Head Greenkeeper, Roy Battishill, will be speaking on his management of the complex. If you haven't booked yet you could be too late as golfing numbers are limited.

Our November meeting will once again be the section's AGM meeting which this year will be held at The Manor House Hotel and Golf Complex, Moretonhampstead on Wednesday 22nd November, as usual the mornings four-some competition will be for the Toro trophy with prizes being kindly donated by Devon Garden Machinery & Lely, non playing members will have the usual guided tour of the course during the morning, with the AGM following lunch.

As usual our Region will be holding a Seminar at Cannington College on Wednesday 29th November, also on the regional scene a reminder that the region has again organised a trip to the 1996 BTME held in Harrogate with the coach

leaving our area on Tuesday 23rd January and returning on Friday 26th January. Included in the price: three nights B&B with entry to the exhibition and all seminars for the cost of only £99, if you haven't booked your place yet for either the seminar or the BTME trip contact Gordon Child on 01803 844056.

Richard Whyman

London

Our autumn tournament was held this year at Arkley GC in August and as usual the attendance was very good. The course was in excellent condition and as the first players approached the tee it started to rain. Everyone wished the rain would continue as we all needed it desperately, but the rain soon stopped as I took my umbrella out of the car, so you can all blame me! The first three players all tied on 35 points and the result was decided on the back nine scores for the three players. The result was as follows: 1. Ronan McKeeown with 20 points, 2. Edward Dickinson with 19 points, 3. John Jackson with 18 points. The guest prize was won by the club Captain, Duncan Munro with 31 points and I would like to thank Duncan for presenting the prizes and also for making us all feel so welcome. The longest drive was won by Ronan and the nearest the pin prize went to David Wall. I would like to thank the trade for all its support and once again a special thank you to Arkley GC for its hospitality.

A Dunstan

East of England

The first match between East of England and East Midland Greenkeepers for the Toro Shield was played at Market Harborough GC. The outcome saw EOE take the shield home with a 3-2 victory over our neighbours. A close match with the outcome being decided by the last pair going down the 19th. EOE pair John Scotney and Phil Wilkinson winning 1 up to secure the win. Other EOE scores were: Captain G A Macdonald/M Wood won 1 up, K Hodges/P Wright won 2/1, I Ross/F Cobb lost 1 down, P Down/D Welberry lost 4/3, J Scotney/P Wilkinson won 1 up (19th). Three games to two. Thanks to Market Harborough for courtesy and a great conditioned course. The food was excellent and thanks to Jim Carr of Chandlers of Grantham for sponsoring the event.

Our summer meeting saw EOE visit Carholme GC, Lincoln, for the Rigby Taylor Cup. The walk away winner was James Birkett 41 points. (Handicap adjustment Kev). Nigel Marshall broke his duck of never winning a prize and was second on 38 points. The rest of the scores were: 3rd Simon Piggot - 37 points c/b, 4th Ian Ross - 37 points, 5th Fred Cobb - 36 points, 6th Ian Morton - 36 points. Guest prize - P Wilkinson. Thanks to Carholme for courtesy and Ian Morton for organising the day in my absence. A special thanks to Stuart Jeffs of Rigby Taylors for the usual excellent prize table and the other sponsors.

Two events to go, Spalding - 28th September and match versus Secretaries Association at Sleaford on the 12th October. AGM in November and the EOE Education Conference at Kenwick Park. All for now.

G A MacDonald

Midland

Where has all that lovely sunshine gone! It's hard to remember what the temperature was like all those weeks ago.

The summer tournament was a sizzler. The temperatures were in the 80's by the afternoon, with 47 players finding the course easier than its reputation due to some of the water hazards drying up, allowing players to play from the muddy areas. One such player had bad luck and turned into a mud monster, due to playing a very thick wedge. Better luck next

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Comment From Walter Woods
St. Andrews Links Golf Course supervisor

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time. Drinks were most welcome by the half way stage, our thanks to John Hammond (Batgate Sand). We would like to thank Ivan Toon (A.L.S.), for the wine with the meal, Bridge-stone for the prize and all the people concerned at the Warwickshire for making the day a great success.

The results were as follows:- 1st Gross - M Hughes - 106.5, 1st Nett - A Roberts - 106.5, 2nd Nett - R Thomas - 110.5 back 9, 3rd Nett - J Wood - 110.5, 4th Nett - P Loffman - 111, 5th Nett - T Evans - 111 back 9, 6th Nett - M Cutler - 112, 7th Nett - S McDade - 113, 8th Nett - M Jones - 113. The trade prize was won by Tim Webb - Tacit 106.

It was nice to see so many friendly faces at Saltex, I enjoyed my day immensely, but I found I would really need to make my Capital Budget four times larger than it is!

I hope to see you at the Regional Seminar on the 29th November 1995. Details will be sent through the post. If members would like a coach to be provided to take them to the Seminar, please could they contact myself as soon as possible. If enough are interested it may be possible.

Will you please note that the next golf tournament is a Worfield GC on the 7th December 1995. The closing date is the 6th November. All monies and entrance sheets must be with R. Thomas by the 6th November, as late entries will not be accepted. Also, will you all provide a prize to the value of £5.00 or more, so that everyone can win.

The AGM will be held at 5.30pm at Worfield GC. Any non golfers wishing to attend are most welcome, and could attend the evening meal, the cost to be advised.

Kim Blake

Cleveland

Ian Pemberton, Head Greenkeeper at Bedale GC, has a new baby son named Samuel James. Congratulations.

Future events - 19th October Norman Sheddon on Fertilisers, 16th November Gerald Brady of Rhone-Poulenc on food additives also our Annual General Meeting, 20th December Quiz vs Institute of Groundsmanship (sponsors Turf Care of Consett). Quiz at Mount Oswald GC, Durham City. 18th January 1996 Chris Peel of ADAS. All meetings at Houghton GC, Darlington at 7.30pm.

Congratulations to David Cook Assistant Greenkeeper at Eaglescliffe GC, on passing Phase 4 Management Course at Askham Bryan College.

Bruce Burnell

Scotland North

Well what a summer that was, long hot sunny days, no rain and water restrictions even in the Highlands! Unfortunately those without watering systems or inadequate ones would have had a torrid time trying to keep their courses good in very difficult conditions, I just hope members were patient and appreciated the circumstances that their green staff were under. I have worked at Tain for 19 years and cannot remember a summer like it. In fact older members at the club cannot remember one either. Someone once said that the weather has a way of equaling itself out so be prepared for a long cold winter!

No new members to report this month but there is a drive on from Headquarters to try and recruit past members back into the Association. Letters have been sent to them with a questionnaire for them to fill in giving reason for not rejoining to try and find out if we can improve things and get them back into the fold. Anyone who knows someone who falls into this category could help things by speaking to them and trying to persuade them to rejoin, the more members we have the better to help the Association go from strength to strength. Leading this recruitment drive is our Membership Services Officer Janet Adamson who joined us back in mid August and we hope has settled in now.

Retired member Donny Dingwall from Strathpeffer is still swinging well as I hear he holed in one at the Strath recently.

The Annual Patrons awards will be announced shortly and two lucky Section members will receive £200 grants for educational purposes. They could use it to go to Harrogate on the Regions bus trip. The cost this time will be £132.50 to include travel, B&B accommodation, and entry to all seminars, a ticket for the banquet (recommended) is an optional extra. The slight increase this year is because it was felt better to go to a slightly better hotel, Grants Hotel being booked this January. Going by last year's trip early booking would be advisable.

This month sees the Kubota Challenge at The Belfry and your's truly, as Scottish Champion, will be a part of the BIGGA team, I hope to play well and bring the trophy back to Aldwark Manor once more.

Iain Macleod

North Wales

The following Greenkeepers are on the move: Dave Proctor from Baron Hill is going to Stoneys Benelch GC, Geoffrey

Around the Green



Whalley from Sandiway is going to Moberly GC. Steve Edwards from Llanfairfechan is going to Baron Hill and Richard Walker from Mile End is going to Royal Liverpool and into the capable hands of Derek Green. We wish them Good Luck for the future. Our congratulations, although we will require a blood test, go to Haydn Jones of Chirk GC whose wife had a little girl and Noel Hynes of Northop Country Club whose wife had a little boy. Both babies were born in August and it is quite obvious to me that far too much celebrating is going on at our Christmas get together. All members who participate are asked to take the necessary precautions.

Congratulations must also go to one of my staff, Andrew Gwilliam, who passed his level 2 at Northop College and who I am sure is eager to go on to the next stage.

A last reminder now of our Autumn meeting at Chirk GC on the 11th October, anybody who is not participating and who wishes to come will be made very welcome. Everything is organised and George and his staff are doing a tremendous job. It is showing all the signs of a good day out.

Our Christmas meeting will be at Prestatyn GC in December and more news should follow in the November issue. Also our AGM will be taking place after the presentation. Forms will be sent to anybody wishing to sit on the committee next year. See you all soon.

T P Evans

North West

I must apologise for not having any section notes in the last month's magazine, this was due to being too busy with jobs at home, involvement with The Open, and the National Tournament at St Annes Old Links. In any case no news was received so nothing to write about.

With regards to the National Tournament, I would like to say a few thanks to the people who helped to make the tournament a success. Firstly, many thanks to St Annes Old Links for allowing the tournament to be played on their course at short notice, and for making us so welcome. Thanks to Peter Ray, the Secretary, for being so patient with us. Thanks to Geoff Whittle and his staff for the excellent condition of the course, especially during the difficult conditions greenkeepers have had to endure this summer, (although I would like to suggest that the pot hole bunker front right of the first green is filled in - for personal reasons). Many thanks also to the Miracle Professional boys, Clive Heginbotham, Richard Minton, and Roger Mossop, for their help and sponsorship for the tournament. Thanks to Mike Sheehan for his help with the score cards, and I would like to thank Tom, the club Steward, for his help, especially for the Lancashire evening which was very entertaining, with an excellent group and even better food. Finally I would like to thank the competitors who made it all worth while.

The results of this year's team matches for the N/W are N/W vs N/Wales. (Win for the N/W). N/W vs GC Stewards. (Halved match). N/W vs Northern Section. (Win for Northern Section). The game against the Northern Section was poorly attended with a team of 16 required and only 13 turned up, in future if you are down to play and you find you cannot make it, ring me in plenty of time so that a reserve can play. It can be very frustrating waiting for players who do not turn up, and very unfair on those who do.

I have received a letter from Nigel Potter informing me that his wife Pauline gave birth to a baby girl called Olivia on 22 July, who weighed in at 6lb 14oz, a sister for Jamie. Best wishes to you all. Nigel goes on to tell me that he has just attended a GTC/NVQ, awareness day at Askham Bryan College, and is now doing the D32/D33 greenkeeper assessors training. More greenkeepers are required to train as assessors, and if you are interested please give me a ring (0151 724 5412), and I will advise you on who to contact.

Finally the North West section AGM will be held on Thursday 12th October at West Derby GC, Yew Tree Lane, Liverpool, commencing at 7.30pm, with a talk by Clive Heginbotham of Miracle Amenity Care. Please make every effort to attend.

Bert Cross

South Wales

The annual match verses the GC Secretaries was held, as always, at the Southerndown GC during August and the course was in excellent condition thanks to Gary Johnston and his staff.

The Greenkeepers had a team of 22 - their largest for good number of years and a marvellous achievement after last year's dismal turnout, and it was good to see new members Mark Doyle and Ray Everson turning out for the first time. We hope to see them and others more often.

Adrian Panks, our team Captain, collected the Shield from the Secretaries' team Captain Alan Jefford after a convincing win by seven games to two.

This year we tried a running buffet, perhaps a bit of a shock for those expecting the renowned Southerndown gammon steak, but nevertheless a success and a little more appropriate because of the hot weather. Our thanks to Jan Williams and her staff for a superb spread.

The day ran smoothly without a hitch and for this we have to thank Fred Crossman, Secretary of the secretaries, for his splendid organisation. Your efforts are greatly appreciated.

Lastly, a sincere thanks to the committee at the Southerndown GC for allowing us the courtesy of the course for this eagerly awaited and contested annual match.

Peter Lacey

South Coast

On August 11th our summer tournament was held at Parkstone GC. This proved to be an excellent venue and our thanks go to all concerned at Parkstone.

The results were as follows:

1. Ian Noble and Toney Stevens, Moores Valley GC, 49 pts; 2. Alan Rideout and Ray Rideout, Solent Meads GC, 47 pts; 3. Paul Brine and David Brine, Crane Valley GC, 44 pts.

Parker Hart and Roffey Bros kindly sponsored this event and we very much appreciate their continued support.

Bob Cully

East Midlands

I'm sure all greenkeepers will be glad this season has finished with all the problems the dry summer weather brought. Still, looking on the positive side we must have been the envy of many inside workers who were unable to enjoy all the sunshine that we were privileged to have.

All eyes will be on the television sets this coming winter with section members cheering on Dave Leatherland in the BBC Great British quiz programme. Dave has had to pass an interview where he was told he is a quiet character. Is this the Dave we know? I'm sure all section members would like to wish him all the best and hope that he has a great day.

Our golf match against the East of England section was a great success, apart from us losing the Toro Trophy. The last match of the day was halved leaving both teams on 2.5 pts each but unfortunately for us we lost the extra hole. Despite our loss it did not stop the East of England for being Bindleyed with Mark and I winning the fourth game 4&2. Our section was represented by Gordon Mitchell, Steve Goode, Dave Mitchell, Adie Porter, Roger Willars, Ian Needham, Antony Bindley, Mark Bindley, Gavin Robson and Tim Allard. Our thanks go to Market Harborough GC for its courtesy and hospitality and to our sponsors for the day. Hopefully we will fare better next year on East of England soil.

This year's annual match against the Midland section will be hosted at The Warwickshire GC on October 12, courtesy of Rigby Taylor. Good luck to all those members who qualified successfully and please do try to arrive in good time.

All members should have received their entry forms for the two remaining fixtures of this year - the AGM and Christmas Tournament. Anyone who has not can give me a ring and I will gladly forward them a form. See you all next month.

Antony Bindley

Northern Region

After two successive victories this year the Northern Region were kind enough to allow someone else to win the annual Hayter Challenge Tournament and Scotland were the lucky team we chose. I must admit they did play well and congratulations to Elliott and his conquering team. Everyone had a thoroughly good time at the West Lancashire GC and our thanks to them and our hospitable sponsor, Hayter.

I would also like to mention that the Northern Region will be holding two two-day management courses in different parts of the region. They will be at Chester on February 12 and 13 and York on February 14 and 15. The cost, including accommodation, will be £50. Places are limited to 12 on each course only and as I already have some provisional bookings I urge you to contact me as soon as possible if you are interested. Tel: 01782 750539.

Bob Lupton



Education Update

BY KEN RICHARDSON

BIGGA courses will keep you up to date

This month we include a further reminder for those greenkeepers considering attending this year's supervisory and management courses, at Aldwark Manor and Elmwood College, information on next year's supervisory and management courses in Ireland, the Midlands, the North, the South East and the South West, and information on the 1996 Massey Ferguson Machinery Workshops and news of the Learning Experience 1996.

BIGGA SUPERVISORY AND MANAGEMENT COURSES

Places are still available on this year's BIGGA Supervisory and Management Courses. The courses, which proved to be very popular last year, provide greenkeepers with important supervisory and management skills. You might just have time to book a place if you can contact me straight away and forward a cheque for £117.50. Head greenkeepers who have not received any formal supervisory or management training should advise their clubs that grants of £150 may be available from the GTC to help with the cost of sending their greenkeepers on one or more GTC endorsed management courses.

The 1995 series of BIGGA Supervisory and Management Courses has been designed not only to meet the underpinning knowledge requirements of S/NVQ Level 3 Units but also to introduce elements S/NVQ Level 4. BIGGA courses are open to all greenkeepers who need to improve their supervisory and management skills. The courses are:

- Module 1: Managing People 1. October 16 – October 20. Covering team building, interpersonal skills, leadership, time management and computers in greenkeeping.
- Module 2: Managing People 2. October 30 – November 3. Covering assertive communication, influencing skills, grievance and discipline and computers in greenkeeping.
- Module 3: Managing Opera-

tions and Resources. November 6- November 10. Covering planning and organising, estimating cost, budgets and project management.

■ Module 4: Managing Information. November 13 – November 17. Covering writing memos, letters and reports, communication skills, collecting and recording information.

■ Module 5: Management Techniques. November 20 – November 24. Covering level 4 management techniques. Topics include maintenance and improvement of service and operations, project management, negotiation skills and quality assurance.

All course delegates and employers will receive an end of course summary. This could be used to provide evidence for N/SVQ assessors.

Attendance at each year's course qualifies for eight credits towards the Master Greenkeeper Certificate.

The cost per week, including accommodation, all meals and tuition fees is £420 + VAT for BIGGA members and £475 + VAT for non-members.

If you need advice on which week to attend or have any other queries call me on 01347 838581.

Send your application NOW.

Regional Supervisory and Management Courses

A few places on the Scottish Region two-day supervisory and management course are still available. These residential courses, which will be held on October 16/17 and October 18/19, have been introduced to make management training more accessible to all BIGGA members. Each course costs £50 for BIGGA members and £150 to non-members. Reserve your place by sending a deposit of £10 to BIGGA HQ.

The Northern Region two-day supervisory and management courses will be held in Chester on February 12 and 13 1996 and in York on February 14 and 15 1996.

The Midland Region two-day supervisory and management

courses will be held in Kettering on February 5 and 6 1996 and in Birmingham on February 7 and 8 1996.

The South East Region two-day supervisory and management courses will be held in Brighton on February 5 and 6 1996 and in Dover on February 7 and 8 1996.

The South West Region two-day supervisory and management courses will be held in Bristol on February 12 and 13 1996, in Bournemouth on February 14 and 15 1996 and in Plymouth on February 19 and 20 1996.

The Southern Ireland two-day supervisory and management courses will be held in Killarney on March 7 and 8 1996.

These courses have been designed to introduce supervisory skills to those greenkeepers moving into supervisory positions for the first time and for experienced supervisors who are having to cope with change and include time management, oral and written communication, team building, discipline and motivation. Each course is limited to twelve delegates and costs just £50 per delegate (thanks to a large subsidy from the BIGGA Education and Development Fund), which includes

all tuition meals and one night's accommodation. Reserve your place now.

Massey Ferguson Machinery Workshops

The 1996 Massey Ferguson Machinery Workshops will take place at Elmwood College, Cupar Fife on April 1 1996 at Warwickshire College, Moreton Morrell Warwickshire on February 19 1996 and Oaklands College, St Albans Hertfordshire on March 11 1996. Each workshop will run from Monday lunchtime until Friday lunchtime and will include sessions on the selection, use, maintenance and running costs of mid mounted, front mounted and compact tractors and will give delegates practical "hands on" experience.

Colleges will, shortly, be invited to nominate up to two students to attend the course, however places are limited to 12 delegates on each course and some selection may have to take place.

Delegates will be allocated a place on the workshop nearest to their home/college. All travel, accommodation and tuition costs will be met by Massey Ferguson.

Watch out for further details in future editions of *Greenkeeper International*.

What's the Best thing about being a Greenkeeper?

Keith McCartney,
Dumfries and Galloway GC
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AD REF 431

Managing STAFF

Duncan McGilvray, Course Manager at Letchworth GC, continues his series on effective golf course management.

Managing staff – easily said – easily written about – extremely difficult to carry out successfully and effectively.

In every advertisement for the post of Golf Course Manager, you will read the words “must be capable of managing/motivating/leading staff”.

Without doubt, your employer views this aspect of a Course Manager’s work to be by far the most important – so we have to get it right.

It has often been said to a newly appointed Course Manager that the staff which he/she is about to inherit, are lazy/untrainable/stupid or ever worse!

In my experience, I have found very little fault with the staff – the fault lay more with the way they had been/were being treated.

To the Apprentice/Assistant Greenkeepers who are at present working in this sort of working environment, please do not despair. Remember how you are being treated and learn from those experiences – you will then know how not to manage staff when you are in that position yourself.

You do in fact learn a great deal from bad, as well as good, managers.

I do not believe that there are any secrets or hard and fast rules in managing staff, but what I hope to convey through this month’s article is what I have learned so far through personal experiences, advice from colleagues, relevant management trainers, and even psychologists.

SUPERVISING AND ASSISTING IN THE TRAINING/DEVELOPMENT AND RECRUITMENT OF STAFF

The “supervision” of staff is so often mistaken for “watching over” staff, which I have already stated in a previous article to be a total waste of the Course Manager’s time and, therefore, the Golf Club’s resources.



Staff at Letchworth, from left, Barney Wright, James Sherwood, Paul Hoffer, Peter Deazley, Gary Hyde and Brian Allonby

Supervision is about ensuring staff carry out tasks successfully, safely and within the limits/restrictions the Course Manager sets.

It is important to remember that all Green staff are under the Course Manager’s supervision and responsibility at all times, including periods when the Course Manager is not there for whatever reason – that is why it is vital that staff are managed in a way that encourages them to be self-motivated.

This reflects very well on the Course Manager, but is still not fully understood by some.

TRAINING

The training and development of all the Green staff is the responsibility of the Course Manager.

It is his/her duty to ensure that there exists sufficient funding and provision for “on course” practical training, as well as supplying the theory or “underpinning knowledge” (using approved Colleges where necessary) so that each member of staff can advance to his/her maximum potential and capabilities.

It is not fair to the staff or to the Golf Club not to do so.

The favourite excuse not to train staff is “why train them – they will only leave for a better job”.

This is an extremely blinkered and narrow-minded view which is thankfully being said less often these days.

The advantages of good training are numerous in terms of staff commitment, self motivation, enthusiasm, good working atmosphere and work output, which all combine to give a better maintained golf course – it is therefore very cost effective!

With the Government’s directive on National Vocational Qualifications (please do not believe the sceptics – NVQ’s are here to stay) and the recent Education Authority’s official recognition of the Greenkeepers’ Training Committee as an Assessment Centre, the GTC’s network of assessors (D32/D33) and advisors (D36) will ensure that the training of Greenkeepers will be much more secure, relevant and industry specific in future.

RECRUITMENT

Having been involved on both sides of the table, as well as being trained in interviewing techniques, I feel I have some relevant suggestions to pass on in ensuring this important aspect of the job is carried out properly.

When recruiting Green staff from Deputy Course Manager down the Course Manager is the most important interviewer – he/she will, after all, be the successful applicant’s future Department Head.

I do not believe, however, that the Course Manager should interview and recruit on his own.

Following the selection process, three people should inter-

view (fewer than three is thought to be not enough for accurate assessment, and more than three to be too intimidating).

These three would ideally be:
1. Course Manager (Department Head) – Technical Detail /Education and Candidate Capabilities.
2. Secretary/General Manager (Head of all Staff) – Employer Conditions and Golf Club input.
3. A.N. Other (Suggest Liaison Officer/Chairman of Green/Committee Member, etc.) – General Questions of a more personal nature and should help to put the interviewee more at ease.

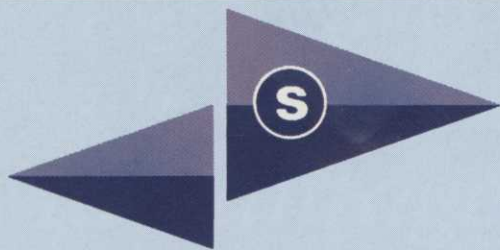
In this way, the right person for the position offered is more likely to be selected, and when the successful candidate takes up their position, they will have a clear understanding of how the Club is managed and to whom they will be responsible.

ENDEAVOURING AT ALL TIMES TO IMPROVE SUPERVISOR AND STAFF RELATIONS

On Golf Courses, small groups of staff varying from 2/3 to 7/8 are very often the situation.

This in itself seems to create problems which large groups do not experience, for whatever reason.

The Course Manager must be continually aware of this, and indeed set in place systems which will lessen the chance of underlying friction/tension becoming a serious threat to the

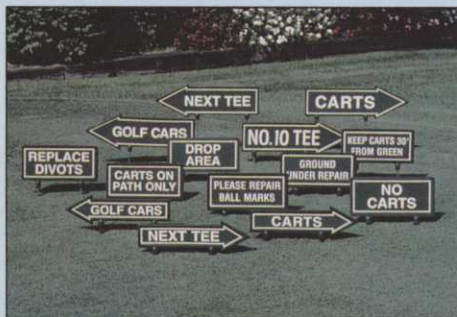


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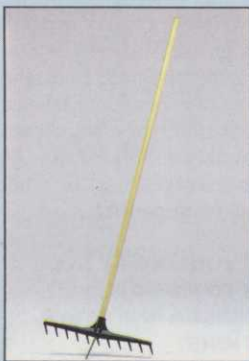
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Managing STAFF

efficiency of the Green staff as a whole.

A Staff Appraisal System (not to be confused with an assessment system), which has been brought in to many industries over recent years, works extremely well in small staff group situations, and in my view should be a requirement at every golf course.

In short and simple terms, an appraisal is time set aside for Managers and staff to communicate in a positive way, in an atmosphere such that both parties can speak freely without fear of intimidation.

Usually held on an annual basis, appraisals are extremely valuable in improving many things including a good staff working atmosphere which reap rich rewards in work output, which in turn improves golf course conditions.

I have always found the working atmosphere following such appraisals to be very positive because everyone has had an opportunity to air his or her views.

Although staff and Managers will never agree totally on every issue, there is a general acceptance to whatever is discussed/decided, and a way is found to move forward together.

PLEASE NOTE - Staff Appraisals should only be carried out by suitably trained Course Managers - advice on training may be obtained from the GTC.

DELEGATING EFFECTIVELY

How effective you are as a Course Manager will depend largely on how successful you are at delegation.

Let me first start by stating what delegation is not.

DELEGATION IS NOT - passing on work to others which you choose not to do yourself, because you cannot be bothered.

DELEGATION IS - to entrust or assign a duty or responsibility to another member of staff, who is suitably qualified.

Those who are able to distinguish between what is, and what

is not, delegated enjoy a great working relationship and understanding with both employer and staff.

In using delegation effectively, staff visibly rise to meet new challenges and tasks, and the Course Manager is released to do what only he/she is capable of doing, as well as staff operating efficiently when the Course Manager is not there.

Delegation is a management tool which if handled badly leads to disaster, but if handled properly, has a profound effect on the staff and the way they view their position, which helps to create a good positive working environment.

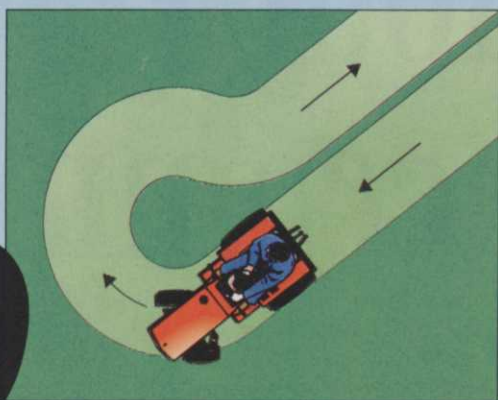
To conclude, I have put together a list of various truisms aimed at Managers in general, which I have collected over the years from various sources.

They make, in my view, a good deal of sense which is what managing staff is all about, especially in the natural and practical setting of a golf course:

Management tips

- Always lead by example.
- Respect has to be earned.
- Never ask anyone to do what you would not do yourself.
- People are not machines - they should therefore not be treated as such.
- Involve all staff in relevant decision making and problem solving.
- You cannot motivate staff - you can only create an atmosphere in which staff choose to motivate themselves.
- The stick or carrot method only ever works in the short term.
- You are only as good as your staff allow you to be.
- Take the time to listen.
- Never blame staff for any deficiencies - you are after all the one who is responsible for managing and training them!

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Your rights in tied accommodation

One of the major questions that arises from persons occupying "tied" accommodation with their employment is what are their rights in the property once their employment ceases?

The answer to this is not always straight forward but depends upon the type of arrangement you have with your employer.

An employee in occupation of premises belong to his employer may be a tenant or a licensee. Such a licensee is often referred to as a "service occupier", which is an employee who occupies his employer's premises in order to perform his duties as an employee. If it is made clear either in your contract of employment or otherwise that you are required to reside in the premises for the better performance of your duty it is therefore highly likely that you will have a licence only.

Obviously it is often the case that a greenkeeper will be required to reside in the employer's accommodation in order to better perform his or her duties.

The position if you have a licence only to occupy is that your right to reside in the premises terminates at the same time as your employment. However, the landlord must still obtain Court Order to evict you if you refuse to leave. However, he does not have to show grounds for possession other than that your licence has terminated with your employment.

You are likely to have a lease of tied accommodation rather than a licence if you occupy the



premises merely as a perk of the job or by way of payment or part-payment for your services.

The position, if you have a lease, is governed by the Rent Act 1977 if your tenancy commenced

prior to January 1 1988 or the Housing Act 1989 if your tenancy commenced after that date.

Under both Acts the landlord can only obtain possession if firstly the Court considers it is

reasonable to make an order for possession. What is reasonable is a question of fact for the County Court but relevant hardship to either party will be taken into account.

Under the 1977 Act the landlord must also show that he requires the premises back for occupation by another person in his employment. Under the 1988 Act he only had to show that you have ceased to be in his employment.

Whether you have a lease or a licence the landlord must obtain a Court Order for possession. He will automatically obtain an order if you have a licence but will need to show the above grounds in you have a lease.

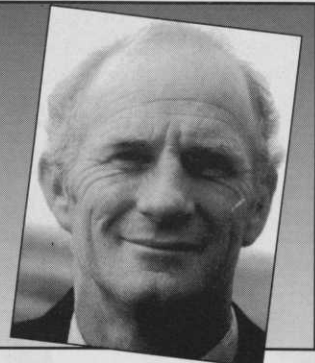
It is worth noting that a local authority housing department will not often treat you as a priority case for rehousing unless you have a Court Possession Order against you. If you wish to be rehoused by the council it may be advisable to remain in the premises until your employer obtains a Court Order for possession.

In conclusion, if you are in any doubt as to whether you are a "service occupier" or a tenant of your employer you should consult Hambro Legal Protection Ltd or a solicitor before agreeing to leave your premises on termination of your employment.

■ In the event of a member having any legal problem then it is extremely important that Hambro Legal Protection Ltd be contacted without delay. Hambro Legal Protection Ltd's telephone number is 01206 867775 and the service is available 24 hours a day, 365 days a year.

What's the *Best* thing about being a *Greenkeeper*?

Chris Allan... "There is a certain amount of satisfaction seeing members playing decent golf and good players who have learned their trade on a course which I have prepared."



Clean sweep

Hugh Tilley bids summer goodbye and canvasses opinion on some of the sweepers and collectors around.

Autumn or "Fall", as our friends across the Atlantic more descriptively call it, means leaves on the course, on paths, around the clubhouse and in the car park. Removing these is a priority task, especially when they fall on greens or tees so most clubs have equipped themselves with powered tools and machinery. However some machines have other uses such as scarifying, grooming, litter collection, drain cleaning, core collection and even dew dispersal. Blowers are frequently seen as an adjunct to a sweeper collector, although in some cases they can be used on their own to blow debris into the trees or shrubbery. Most hand

operated blowers also have a vacuum mode and a collector attachment which is useful in restricted areas.

There is a wide range of machines available, early sweeper designs mostly used ground

wheel drive to rotate brushes and lift debris into the collector, but this had several important limitations. An independent drive improves performance and allows heavy concentrations to be lifted, but unless there is extra draft or a

mulching fan these collectors tended not to fill very efficiently.

The Amazone Groundkeeper was perhaps the first of a new design and could be said to have revolutionised the task adding a scarifying ability. Since its introduction other machines of similar design and ability have come onto the market. The Billy Goat range from Bob Andrews Ltd is also well known and respected, having become almost generic. The name encompasses a wide variety of types and accessories, from pedestrian operated push and self propelled vacuum sweepers and blowers to truck tailboard mounted machines.

The following should not be considered as anything other than a representation of the machines available and the ways in which certain machines are being used by their respective clubs. Selection was mostly on the basis of asking manufacturers



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