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**Pattissons have been instrumental in producing some of the most fundamental pieces of golf equipment. They have now become BIGGA Golden Key Sponsors.**

**T**here is a saying that goes something along the lines of "a golf green without a hole is a lawn". It hadn't been for Arthur Harold Pattisson Cole, the founder of Pattissons, there would have been a great many lawns on the world's golf courses and not too many greens.

That is because Arthur Pattisson's second golf invention was the first ever hole cutter – the Bogey Hole Cup Cutter. Mr Pattisson, who owned his own engineering company, had watched the green staff at his own Streatham Golf Club toiling with the Heath Robinson knife and spoon method for digging out a hole. He found an old Aga stove removed the steel pipe, which happened to conform to R&A guidelines on hole size, added a wooden handle through the top – the teeth in the top of the pipe helped pull the earth up and Voila!

The Bogey Hole Cup Cutter is still around today and the general design has changed very little in that time – pedals have been added.

"Pattissons were the original innovators on the golf course," said Mike Hinch, along with his brother Jonathan, joint Managing Director of the Luton-based company – Mike is MD – Sales and Marketing with Jonathan MD – Finance and Administration. Pattissons were formed in 1896 and in their centenary year they have become a BIGGA Golden Key sponsor.

What was that? You want to know what was the first invention Arthur Pattisson came up with?

Well there is not much chance of seeing it of a golf course these days but in 1896 it was a God send. The Pattissons Horse Shoe enabled horses to drag mowers over the fairways and greens without leaving dirty great indentations in the playing surface.

For many years Pattissons were the leaders in the field producing golf equipment as varied as it was excellent.

"I have an original 1912 brochure and it really had a full complement of handy tools, equipment and furniture for the golf market," explained Mike. "It was the only company in the market at the time."

They even had a hold on the motorised market, producing tractors until the 60s.

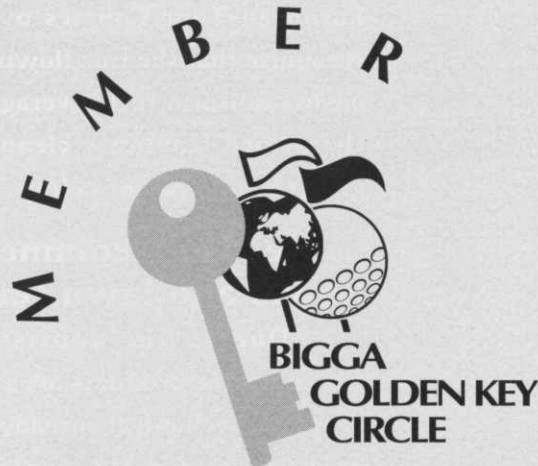
"At the time I feel the company should have capitalised when they were the market leader and done more to protect their position as the whole development of golf was happening," said Mike, a 32 year old prop forward with National League rugby team High Wycombe and the Public School Wanderers.

The Hinch involvement with Pattissons began in July '93 when they bought the company which at that stage was being run by the third generation of Pattisson family.

"The name was fantastically marketable but it had acquired a bad reputation and it takes you twice as long to get rid of a reputation like that than it does to build a name in the first place," said Mike, of the firm which became known as "Five Week Pattisson" referring to the time it took to get deliveries out.

"It was the fact that clubs couldn't get products from Pattissons which gave birth to our competitors," he added.

# Where would golf be without Pattissons?



"When we took over we spent six months gearing the company up to relaunch at BTME 94 with a new brochure, new image and new logo. We sharpened up the product range which was looking very staid. Pattisson's had a blue image and I could never understand what blue had to do with golf. So we changed to green and the cosmetic changes we made to our products helped us immediately."

In the two years since the relaunch they have developed somewhere in the region of 20 new products ranging from handy tools, new flag pins, better hole cups and generally produced better quality products.

"The first thing I did was a whistle stop tour of the UK distributors we used and spoke to a lot of greenkeepers. What I learned was that they liked our products but that they just couldn't get hold of them.

"I visited David Roffey in Bournemouth and he put down a red carpet saying that in 40 years dealing with Pattissons no-one from the

company had ever crossed his door step!"

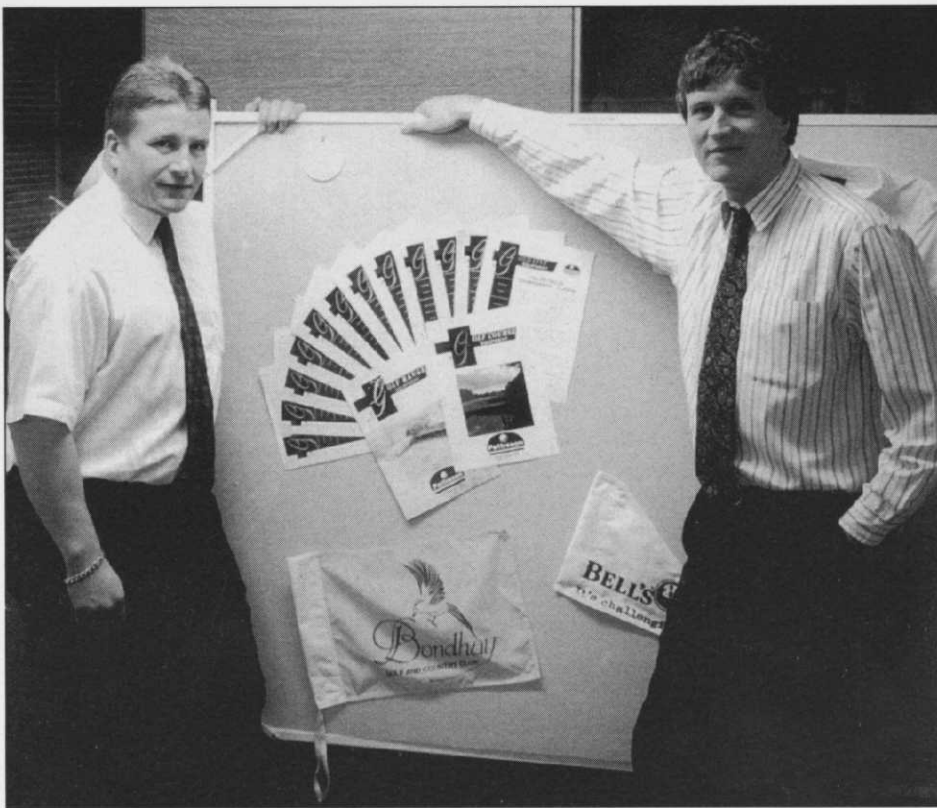
Mike spent eight years working for Phillips rising to UK Sales Manager, controlling around £22 million worth of business. He then joined a small company distributing BT mobile phones as Operations Director before taking on the challenge which was Pattissons.

Jonathan Hinch, four years the elder, joined the company in November '93 having previously been European Finance Manager for a large US multi national.

He significantly worked on tightening up internal systems, stock control and production planning.

"These are now all in place and we plan our production anything from six months to a year in advance and can adapt to change if needed."

The Hinch offensive was two pronged. Not only had they to convince the market that Pattissons were back they had to shake up their suppliers as well.



"To many of our suppliers we were just another customer. Suddenly we were shouting about wanting three times more from them and wanting to be higher up their list of priorities. We had to change a lot of our suppliers because they couldn't adapt."

Mike and Jonathan are, by their own admission, business people and not manufacturing orientated, so one of the first appointments was Mike Buckholt as Operations Manager.

"He has been a fantastic asset to the company. His enthusiasm, attention to quality and health and safety knowledge are quite superb. We needed someone good in that area and he's got carte blanche control over the factory. He also gets involved in research and development and enjoys interacting with customers."

On of the many products which put the company back on the road to success was a deluxe golf ball tee marker, a solid resin model with the colour impregnated all the way through.

"We had the company who made them geared up to seven day a week three shift 24 hour a day working and it took us two months to get on top of the demand," said Mike with a degree of pride.

The product range is always been added to and currently stands at around 100 with a basic range of around 50. Coincidentally, the Hinch brother's father is the Chairman of a company known for exactly 57 varieties – Heinz.

"Lots of our ideas come from greenkeepers and our brochure carries the statement, 'our huge and vast R&D Department – you the customer'.

"An example of this came in France when one of the greenkeepers asked if we could come up with a small soil sampler so Mike Buckholt came up with one which is three inches in diameter and hand held. It is now a well known and used tool in the greenkeeper fraternity. Ah yes, France. Not only has the

company bounced back in the United Kingdom it's launched itself into Europe in a big way.

"We now have distributor networks in every single European country and our business in Europe has gone up 300%.

"We looked to Europe immediately and I spent a great deal of time visiting people in Europe and found they were as receptive as they were in the UK."

Mike judges their European progress by the impact at the Munich trade show.

"In '93 our name didn't even appear in the brochure. In '94 our name was in and where to buy our products. In '95 you could see our products pictured," said Mike, who also describes the French company whose turn over of Pattisson's product has risen from £4000 to £100,000 in two years.

As part of the BIGGA Golden Key sponsorship and to commemorate the company's centenary they have launched a 100-100-100 Club. Pattissons are helping to fund greenkeepers attending BTME '97 and details are available from Pattisson's or BIGGA Headquarters.

Listening to Mike you come away convinced that the way ahead for Pattissons has been cleared and that it will again be the force it was when Arthur Pattisson first launched it into the market with his horse shoes and hole cutter.

"We get faxes in for orders from Fiji, Japan and the Moscow Golf and Country Club and they know about this little company in Luton. It never ceases to amaze me. There is probably a Pattisson's product in every golf club in the country."

The renewed vigour of the company should ensure that more products will be appearing in each of those clubs.



Signs of the times: part of the signage range



Made to measure: in the Pattissons workshop

# 3-2-1 - GO!

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# Making a CLAIM

Industrial Tribunals were first created in 1973 and over the years their jurisdiction and corresponding workload has mushroomed so that today there are many different types of claims that can be brought before Tribunals. The most common being claims for unfair dismissal.

Industrial Tribunals have always tried very hard to be accessible to anyone who feels that they have a genuine grievance, the service is absolutely free and indeed claimants and witnesses can recover expense for travelling to and attending at Tribunal hearings. Although it is becoming increasingly common for one or either parties to be represented either by a lawyer or some other skilled representative there is absolutely no requirement for this to happen – there are very few procedural formalities to be followed and it is the duty of the Tribunal staff and of the Tribunal chairman to guide unrepresented parties through the procedure both before and during the hearing.

Tribunals also try to avoid becoming unnecessarily legalistic despite the horrendously complex nature of modern employment law. To ensure that common sense continues to be applied in addition to a legally qualified Chairman the Tribunal consists of two other lay members, one of whom is nominated by the TUC and the other by the CBI. The lay members usually have extensive industrial experience and they have an equal say to that of the Chairman.

Although there have been recent plans to reduce the use and significance of lay members, and indeed some types of hearing are usually conducted by a Chairman sitting alone, all who have experience of using Industrial Tribunals have little doubt that the existence of lay members maintains a modern and practical approach to the application of employment law.

Tribunals endeavour to maintain a balance between the right of a manager to run his business as he thinks he should with the right of an employee not to suffer the catastrophe of dismissal without good and proper cause.

Currently an employee must have two years continuous employment before he can claim for unfair dismissal although there

are a few exceptions to this rule. Many people believe that this qualifying period is unnecessarily long and indeed the Court of Appeal has recently concluded that such a long qualifying period discriminates against women who, statistically, can be shown not to remain in fixed employment for as long as men. It is highly probable that a change of government would lead to a reduction in this qualifying period perhaps to one of six months.

A protected employee has the basic right not to be unfairly dismissed. It is for the employer to show that the dismissal was for a potentially fair reason the most common of which are conduct, capability or redundancy. In addition the Tribunal then has to be satisfied that the employer behaved reasonably in using that reason as a reason for dismissal.

An employee cannot therefore be dismissed simply at his employer's whim. The employer must show either that the employee has behaved improperly, cannot do his job either because of illness or insufficient skill or that the employer no longer requires somebody to do that job.

Whether an employer has behaved reasonably is very much a matter within the discretion of the Tribunal. If the employee has been dismissed for misconduct Tribunals will normally want to make sure that before coming to that conclusion the employer had pursued all proper enquiries, including most importantly a detailed discussion with the employee involved at which the employee is made aware of the allegation being made against him, knows the nature of the evidence available to his employer and is given a full and proper opportunity to tender his own explanation. Only then should a reasonable employer arrive at a decision as to whether or not the employee has been guilty of misconduct and as to whether to dismiss that employee.

Provided the Tribunal is satisfied that the employer had a genuine belief in misconduct based upon reasonable grounds, all reasonable investigations having been pursued, it is not for the Tribunal to substitute its own view as to the employee's guilt. Equally a Tribunal cannot substitute its own view that dismissal was too severe.

It is enough for the employer to show that dismissal was within a band of reasonable sanctions.

If the employee is dismissed because he does not possess the necessary aptitude or skill the employee should normally be told where he is going wrong, should be warned that his job is at risk and should be given a reasonable opportunity to improve before finally being dismissed. Often more than one warning and subsequent review will be expected.

If an employee is unable to do his job because he is ill an employer will be expected to find out as much as he can about the expected length of absence, should consult with the employee about the problem and consider what alternative courses of action may be available. He should only then dismiss if he can show that the total anticipated period of absence will cause serious problems that cannot be resolved in any other way.

If an employer wants to reduce his work force and make somebody redundant he must use reasonable and objective criteria to enable him to choose who to make redundant. He must then consult with the employees concerned and receive and consider their views. Once again he must consider whether there are other means available to avoid a compulsory redundancy and only then will he be regarded as being in a position to fairly arrive at a decision that somebody should be dismissed.

The fundamental premise is that you have a right to express your view about whether you should lose your job. Do not forget that as from the April 1 all UK BIGGA members can take advantage of the new service available to allow you legal representation to enable those views to be forcefully and effectively expressed (see the article on Page 10 of last month's edition).

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- Fact No. 8.** **Watermation** have their own installation crews under the direction of the Contracts Department and don't have to rely solely on sub contractors, as do most installers.
- Fact No. 9.** **Watermation** not only offer you professional design, experienced installation and high quality equipment, but the **MOST ECONOMICAL SCHEME POSSIBLE.**
- Fact No. 10.** **Watermation** always uphold and encourage the highest standards in the industry – we are founder members of the BTLIA (British Turf & Landscape Irrigation Association) and as such we helped to write the rules!

**Water quantity is not everything when it comes to golf course irrigation. Water quality is of equal importance.**

**W**hat is water quality and how is it classified? Water quality is determined by its intended use. For instance, a pure source with no mineral or organic contaminants would be ideal for drinking purposes, but a poor choice for golf course irrigation. Alternatively, a water source high in calcium magnesium, potassium, nitrate and liberally laced with microbes might be a great irrigation source but completely unsuitable for drinking purposes.

Generally, water is evaluated in terms of its mineral and biological components and classified based on intended application. There are numerous sources which classify plants with respect to their tolerance of, or sensitivity to, salinity and specific mineral toxicities. Unfortunately many superintendents do not have a choice of quality of water available for their course and, to an increasing extent, are being forced to accept water that may not be fit for other domestic uses eg effluent water. The growing trend in mandating the use of recycled water on golf courses if further reducing the choices of water quality.

The simple fact is, that if a given soil is irrigated with a given water quality over an extended period of time the soil will assume the characteristics of that irrigation source. Most of the problems encountered with irrigation water are associated with the direct and indirect effects of excess total salts (TDS), excesses of specific mineral ions, sodium, boron, chloride etc and in excesses of bicarbonate and associated elevated (alkaline) pH.

#### **What To Look Out For**

How do I know when poor water quality may be affecting my turf-

grass growth? Certainly poor water quality has many disguises. It has been diagnosed as soil borne Pythium, nutrient imbalances, heat stress, black layer, bad seed, improper greens construction, too much shade, too much water, bad physical sand mix, nematode stress, too much play, etc etc etc...and these diagnoses are all correct! Poor water quality manifests itself as many

different things and sets the stage for secondary problems. We can spray the chemicals to kill the disease, correct the nutrient imbalances, rebuild the poorly constructed greens and trim the trees around the greens. The turf responds... for a limited time. Without removing or correcting the primary problem, the secondary problems will continue to return. Many times, water qual-

ity is the last area to be identified. If these visual symptoms sound familiar you may want to look further into the water quality issue.

#### **Where Do I Start?**

The first step should be an irrigation suitability test. There are well over 50 different types of "water tests" available from analytical laboratories. The irrigation

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suitability test looks for those things that will affect plant growth such as sodium, bicarbonates and chlorides. It is important to test the water throughout the year to document the changes that may occur on a seasonal basis.

The second step should be soil sampling. The soil test will ultimately determine the degree of poor water that the turf grass will be able to tolerate. Samples should be taken throughout the golf course and from all greens, tees and fairways.

#### What Does It Mean?

After you receive the results of your water tests, how do you make sense of a page full of chemistry formulas. The components of water quality can be broken down into five main areas.

## 'Several problems may occur to turfgrasses growing in situations where high levels of soil salinity and irrigation with the saline water source are common'

1. **Salt Concentration** – TDS (Total Dissolved Salts) EC (Electrical Conductivity)
2. **Sodium Hazard** – SAR (Sodium Absorption Ratio), sodium in ppm or meq/l.
3. **Bicarbonate Content** – Adj SAR (Adjusted Sodium Absorption Ratio) and pHe Ratio
4. **Toxic Ion Concentration** – In turfgrass the main ones are boron and chlorides.
5. **Water pH** – pH scale is from 0-14 with 7 being neutral. For ideal turfgrass growth pH should be between 6.5 and 8.4.

Several problems may occur to turfgrasses growing in situations where high levels of soil salinity and irrigation with the saline water source are common. These problems are usually not uniform across the site but many occur sporadically. A high level of soil salinity can reduce or delay seed germination and seeding development. On establishing turf the first sign of a salinity effect is a blue-green colour of turf similar to drought. Salinity problems are most often encountered during periods of heat and/or drought stress. This occurs because the demand for water by the turfgrass plants is high at this time. Water availability to the plants is reduced because of the high salt content of the soil solution. High demand by the turfgrass coupled with reduced water availability due to salts causing drought-like conditions. This is compounded by the fact that it is very hard to leach excess salts from soil during periods of high temperatures and limited rainfall.

#### What Can I Do?

Following are some suggestions to help fight a poor irrigation source.

Remember, a solution to the problem may not be found in just one of the suggestions. Your problem may require a combination of several (or all) of the following suggestions.

- **Plant Salt Tolerant Grasses** – Not all grasses perform equally under the same conditions. When selected grasses play close attention to the electric conductivity of the irrigation water.
- **Improve Drainage** – Any additional tools that can be utilised to add aeration, reduce soil compaction and improve percolation may be beneficial in the removal of harmful salt concentrations.
- **Leach Excessive Salt** – Leaching salts through the plant root zone by exceeding the leaching fraction will carry dissolved salts with it through the zone.
- **Acidification of Irrigation Water** – The addition of acidification agents will cause the soil sodium to be more easily leached from the soil profile and neutralise the bicarbonates from the water and soil, freeing up available calcium forming better soil structures and increased water percolation.
- **Additional Soil Amendment** – Careful consideration should be given to the base saturation of exchangeable cations portion of the soil test. In poor quality water, the reduction of available calcium and magnesium is critical and must be replenished as required.

#### Summary

Use of poor water quality for irrigation of golf courses presents a unique set of advantages and disadvantages.

They potentially affect every decision the greenkeeper must make.

However, despite increased problems, concerns and cost, these impacts are not necessarily unsurmountable. Rather, they present a challenge which demands attention to every agronomic and management detail.

- **References:** Throssell, Clark S. and Kopac, David, 1994. Irrigation Water Quality-Salt Affected Irrigation Water and Soil: Impact on Turfgrass Growth and Management 1994 GCSAA Seminar; Peacock, Charles 1994 Wastewater Irrigation for Golf Courses: Advantages versus Disadvantages. The USGA, Lewis Publishers Inc Chelsea MI.

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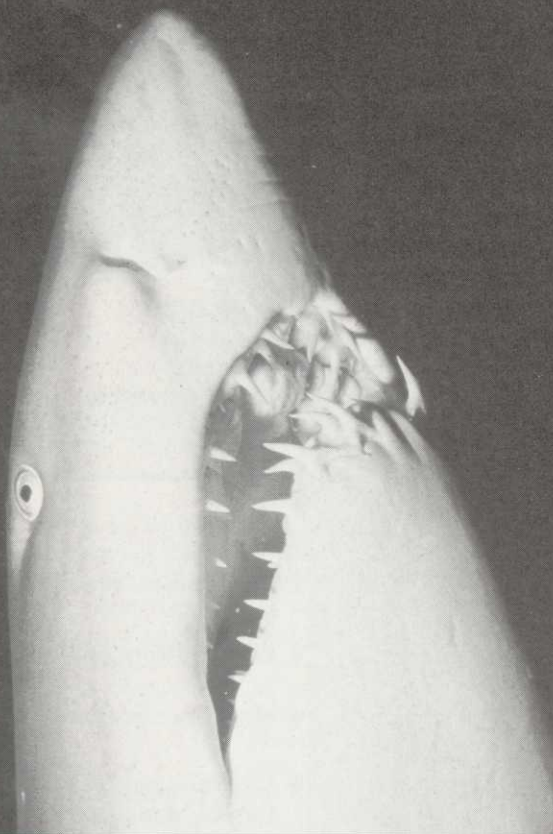
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# Could YOU

A select band of greenkeepers came claim the title **Miracle Professional Premier Greenkeeper** and the six strong group have nothing but praise for the Award and what it has done for their careers.

**Anthony Davies, David Whitaker, Ian Harrison, Gordon Irvine, David Walden and, current Champion, Mike Goodhind** each have fond memories of the Award.



**Name: Anthony Davies**  
**Club: Prestbury**  
**Year of Win: 1990**

There was no nomination procedure in 1990. You had to submit an article "A Year in the Life of My Course" and I entered because I wanted to learn of other courses and other ways of greenkeeping. I also wanted to meet other greenkeepers and being able to say I was voted Greenkeeper of the Year was to be a personal ambition.

The club reacted totally different to what I expected. They invited me into the club, presented me with a bottle of whisky and a cut glass rose bowl with my name inscribed on it and I have had more respect as a result. Since the win the plaque which hangs in the club is polished as much as the valuable silverware. The club is proud and so am I.

The Award makes you feel like somebody. I feel very similar to a person who has been knighted. On your CV you are able to put down Premier Greenkeeper 1990 is surely an added bonus, a bonus which cannot be bought but has to be earned. I feel, if no-one else does, that I earned it.

If any other greenkeeper feels he or she would like the award then earn it...Go for it..Try for it and you will be Miracle Professional Premier Greenkeeper 1996.

But whoever enters is an achiever, nobody loses. Someone may get a higher prize than you but you're the winner. The one's who didn't enter are the one's who lost.

Since the win I sit in on various charities. When they have Open Days to raise money I'm like "Gar-

deners' Question Time" I answer questions on lawn care and I don't think for one moment they would have asked me if I didn't have the award.

So you see it's also an honour to have the Award. It's not just yourself you are helping but others as well.



**Name: David Whitaker**  
**Club: The Wisley**  
**Year of Win: 1991**

The Club was delighted and the membership were also quite proud of the achievement of *their* greenkeeper.

I have received greater recognition and appreciation within my club and within the greenkeeping industry as a whole. The visit to the GCSAA Conference was also very educational and quite an "eye opener".

Winning the award was helped give me the confidence to take Master Greenkeeper Certification.



**Name: Ian Harrison**  
**Club: Formerly Darlington GC. Currently Mendip Spring GC.**  
**Year of Win: 1992**

I was asked by my peers to represent the Cleveland Section - to