

How to Negotiate Your Pay Package



Frank's 'Negotiating Skills' clients include BT.

In the final part of his series Frank Newberry provides a range of useful ideas to help you get the pay package you deserve.

Recently a Course Manager called me, "I have a pay review with my boss tomorrow and I think I'm worth more, what do I say to him?" he said. I told him don't be like Oliver Twist. Don't just say, "More please".

Negotiating is different. It is not about asking, it is about trading. You have something your employer wants, and the value of what is wanted has not yet been agreed.

I recommended a strategy to him and when we spoke later it seemed to have worked. He was very happy with his new pay deal.

Some greenkeepers tell me their employers do not want to negotiate; they just want to 'announce' the new pay rates every year. The thought of a proper negotiation can make people defensive. If this is the case then call it by another name.

Maybe you could call it a 'review meeting'. I know that if one of my people said to me, "I'd like to discuss my future, when would be a good time to meet?" it would really get my attention, especially if I had to wait a day or two before meeting them.

At 'the meeting' begin by sincerely asking 'how are things' for them before saying that you have 'some concerns' you would like to discuss. Indicate that you 'want to stay in the job' but you 'need some clarity on your future prospects'. You can then get a discussion going about your future which could include your future pay and how it is negotiated.

Always go into a pay negotiation with two 'shopping lists'. One list is of items that will cost your employer money (to keep you from looking elsewhere for a job); and one list of 'no cost' or 'low cost' items.

10 Items that cost money

Pay rates – how much you earn.

Pay increases – how much your increase will be.

Cost savings incentives – where you get a share of savings you make.

Company car.

More pay for extra qualifications/responsibility.

Overtime/extra hours rate.

Annual holidays.

Training and development budget, including attending BTME and regional courses.

Travel expenses to get to BTME and regional courses etc.

Private Health Plan/Dental Plan.

10 Items that are 'No cost' or 'Low cost' to your Employer (but are of value to you)

You attend all club management meetings.

You take charge of all greens staff 'hiring and firing' decisions.

You become a member of the group that devises the business plan.

You take charge of all greens budgets.

Contribution to and 'sign-off' of club policy documents.

You visit other clubs to monitor 'best practice'.

You take over and run meetings with members' representatives.

You take all purchasing decisions for greens purchases.

You take charge of the greens staff pay budget.

You take over the club completely for a week at a time (as career development).

Now that you have your shopping lists you will need to find a way to pay for them, so be clear on what are you trading in order to get what you want. For example are you offering:

Cost savings?

Greater productivity?

More leave, in lieu of a pay rise?

Set pay budget that you control?

Greater flexibility, e.g. hours worked?

To take on additional responsibilities?

Long term pay deals in return for loyalty?

To give up some 'perks' in return for cash?

To reduce your overtime rate for a higher basic salary?

Additional vocational qualifications and the better work that comes from them?

In your preparation you will need to anticipate what the employer wants from you and likely reactions. You might consider having what are known as 'positions' i.e.

An optimistic position – the most you think you can get.

A pessimistic position – the least you will accept.

A realistic position – what you think you will actually get.

It is important to ask for more than you want. This is so that your employers can 'knock you down' and feel that they have 'won' the negotiation.

You should move politely from discussing 'concerns' to making tentative proposals at the same meeting, or at another time, to suit both parties. Make as many tentative proposals as you can so that you can 'trade' them later on.

Listen carefully and note reactions and counter proposals. Give understanding nods when you hear your employer's concerns and summarise their views saying that 'you want to get this right'. Once you are clear on both sides' tentative proposals, suggest that you are, or will soon be, ready to offer concrete proposals and make a fair deal.

From this point onwards it is vital to preface every firm proposal with the words 'if you then I', as in 'if you (agree to an increased training budget), then I (will report clear benefits to the club of every training course attended)'.

Tackle 'easy to agree' low cost items first and save the important stuff until later on to give you a chance to trade up at the end. If you can get more 'little ones' you will feel better if you did not get the entire 'big one' (your pay) this time around. Always consider phasing the 'big one' over time, it worked well for the guy who called me.

At the end congratulate the other side on a job well done and immediately write up your understanding of the deal. Finally, remember there is no win or lose in negotiation, just more negotiation next year and the year after.

■ To learn more about negotiating ask Sami Collins at BIGGA HQ to put your name down for the next course. In the meantime if you are visiting BTME drop into the Careers Fair for some coaching.

If you want a negotiating questionnaire to check your approach you can request one at my website, www.franknewberry.com, Good luck with your negotiating!

Performing 'Triage' in Today's Golf Market

The current golf market in the United States offers challenges to those of us that make a living in the golf business. The opening of many new golf courses has created a lot of choices for the slowly growing golfing public. In some cases, too many choices. The fallout is upon us.

In this newly competitive market it behoves those of us in the business of golf to examine how we should respond to these challenges. All of us find ourselves in the business of 'golf triage'. Just like in medical practice, those of us who successfully perform triage will be the ones that survive.

Golf courses in the Midwestern United States have seen a steady decline in their play from peaks of 50,000 rounds a year in the mid-Nineties to the 35,000 – 40,000 range today. Golf course operators are searching for answers. They are collectively asking themselves what they need to do to return to the glory years.

The natural reaction might be to reduce the operational costs of the golf course. 'Cutting operational costs' might suggest cutting staff or cutting budgets, which means reducing services, or reducing the quality of the golf course. This may be very tempting, but I offer adamant, DON'T DO IT, to those considering this path. In a highly competitive golf course market, service and quality are even more important than ever.

Golf courses may be feeling the crunch for a variety of reasons. The first responder on the scene of a struggling golf course must perform triage and ascertain the reasons behind a drop in play. From a golf course architect's perspective the following glaring issues must be considered in the triage assessment:

Infrastructure

In the Midwestern United States, successful golf fiscal years are made or broken by weekend play. Poor weather on several key weekends can ruin a season. Very little money is ever made when the golf course is closed.

The bad news is that Donald Ross himself couldn't design a weatherproof golf course. Nonetheless, the infrastructure and design of the golf course directly impacts on the operator's ability to get golfers back on the golf course after bad weather.

Drainage improvements, grading to improve surface drainage and installation of cart paths are all capital improvements that will enhance the ability of the golf course to recover. Adding subsurface drainage suggests \$500,000 – \$1,000,000 in renovation. Regrading and constructing drainage ponds and renovating greens and tees suggests between one to three million in renovation costs. Adding a cart path to establish a close-to-full-length golf course cart path system could range between \$100,000 - \$250,000.

Turf Quality/Maintenance

The perceived quality of the golf course is most directly affected by maintenance. Irrigation, though technically infrastructure, is the backbone of the maintenance of the golf course and the superintendent's ability to maintain quality turf. From a turf management and labour allocation standpoint an



*Continue
to learn*

outdated irrigation system is a losing proposition. Triage analysis: take the bitter economic pill upfront to save the patient. A new irrigation system costs \$450,000 – \$1.2 million.

Maintenance headaches such as poorly drained bunkers, maintaining steep slopes, and tree/turf conflicts need to be eliminated. An assessment of labour allocation to problem areas will quickly suggest where changes should be made. Generally a minor upfront cost will be more than offset by the saved labour costs from eliminating these problems.

Opportunities may exist to reduce maintenance. Many golf courses could eliminate 10 – 20 acres from their mowing operation. Fescue or native grasses can be planted as a complement to the manicured turf areas. Done properly, natural areas can enhance the look of a golf course such as at Shinnecock Hills Golf Club and The Ocean Course at Kiawah Island. Done improperly, the golfing public sees un-maintained weed patches.

CASE STUDY PROJECT

Highland Park Golf Course is an 18-hole course owned and managed by the City of St. Paul, Minnesota. The golf course opened in 1927. It was a parkland style golf course with small greens and tees. There were major drainage issues. The outstanding physical characteristic of the golf course was the significant number of mature deciduous trees on the property.

The course is located in the Highland Park neighbourhood of St. Paul. The neighbourhood takes a keen interest in the value of the forested green space that the golf course provides.

A key landmark at the Highland Park Golf Course is the clubhouse. Constructed in 1929, the building was designed by Clarence Wigington, the first licensed African American architect in Minnesota. Mr. Wigington was an employee of the City of St. Paul from 1915 – 1949.

Background to improvements

Highland Park Golf Course had three major issues:

- Major drainage problems throughout the entire northwest portion of the course.
- A small practice range.
- Poor operations from the historic clubhouse.

Design solution

As a result of its triage process, which involved a golf committee that included the golfing public, Highland Park residents, city staff and the golf course architects, the City of St. Paul elected to take bold action to resolve their golf course issues. The redesign of the course allowed the City of St. Paul to accomplish the following:

- Develop a safe practice range that grew from 15 practice stations to 45 in number.
- Eliminate drainage problems with the construction of nine ponds and major subsurface drainage installation.
- Increase green size from 4,230sq ft average to 5,800sq ft average.
- Increase overall tee size by 36,000sq ft.
- Increase golf course yardage from 6,200 yards to 6,600 yards.
- Re-establish the historic clubhouse as the centre of golf course operations with visibility of 1 and 10 tees and 9 and 18 greens.
- Upgrade the turf on greens, tees and fairways.

Paul Miller, from Woodbury, Minnesota, USA, writes about current golf issues from his perspective as a golf course architect.



Count on it.

- Install a new irrigation system.
- Upgrade the playing challenge with added sand bunkers and strategic golf course design.
- Provide multiple tees that allow the course to be played at varying playing lengths.
- Use the existing trees as dramatic features on newly routed golf holes while removing poor quality trees that were aesthetic and maintenance headaches.

Drainage

The drainage improvements at Highland Park resulted from a hydrology study that indicated a high level of ground water in the area downhill from two leaking city water tanks. The design solution was to construct a series of 10 interconnected ponds that drain by gravity to the lowest pond that overflows into the city storm sewer. In a double-the-bang-for-your-buck solution, the irrigation system is connected to the ponds to use the excess groundwater as an irrigation source.

Greens

The greens were designed to provide maximum pin settings and variety of challenge at their average of 5,500sq ft. The greens have improved bentgrass species. Drainage was installed at 20 feet on centre. All 18 greens were rebuilt with 12in of USGA greensmix.

Tees

All the tees were rebuilt with 4in of USGA greensmix. The tees were designed to provide challenge at a variety of playing lengths for the golf course. The tees were sized to allow improved maintenance. The tee space for each golf hole averages 5,200sq ft. This is an increase of 2,000sq ft of tee space per golf hole.

Bunkers

38 new bunkers were constructed to update the playing challenge at Highland. The bunker square footage increased from 14,000sq ft to 69,000sq ft. The new bunkers provide playing cues for tee shots and add strategy to the approach shots.

Low Maintenance Areas

Almost eight acres on the golf course will be designated to low maintenance fescue areas. The natural areas will complement the features of the golf course.

Practice Range

An exciting new practice range is part of the improvements at Highland National. The range will be a major revenue producer. The practice range has



45 practice stations. It is serviced by its own parking lot so that golfers not playing golf can easily access the range. Two practice greens were constructed that double the amount of practice putting green area.

Clubhouse

The new routing takes advantage of the historical clubhouse. Hole 18, a new par 4, plays directly towards the clubhouse. A new clubhouse veranda takes advantage of a view into the green of Hole 18. A future clubhouse renovation will update the interior of the clubhouse for golf course operations.

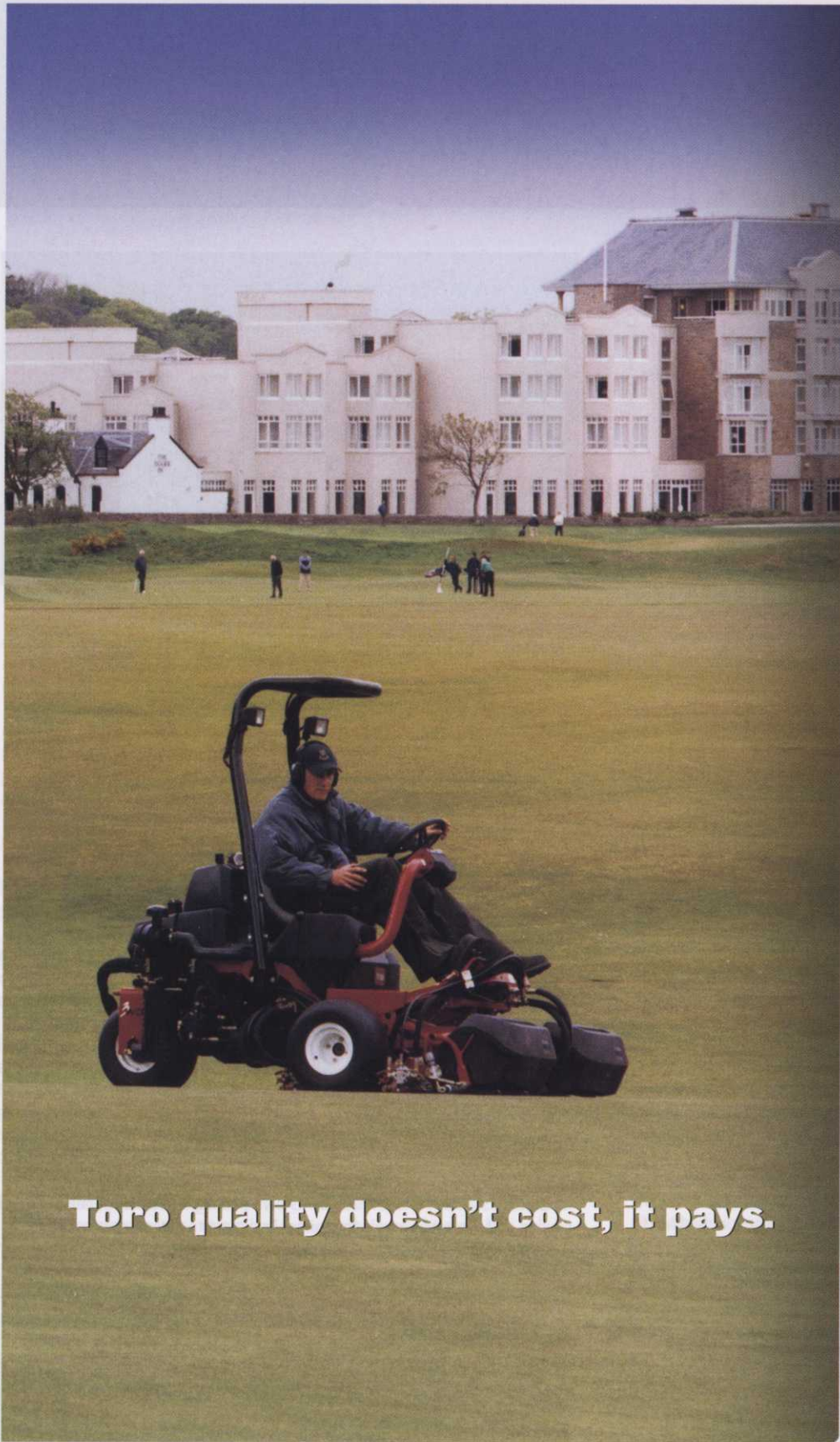
Summary

The major goal for the Highland Park renovation was to develop a championship level golf course that will be the jewel of the City of St. Paul's golf offerings. To achieve this aim, the City of St. Paul was willing to expend the money and labour resources to accomplish this objective.

The resulting golf course will significantly update the challenge of the golf course, improve the infrastructure and improve the quality of the turf. The new golf course routing, the improved greens, tees and bunkers and the expanded practice facility should allow the newly dubbed 'Highland National Golf Course' to forcefully secure its position in the competitive golf course market that we in the United States golf course industry find to be the reality in 2005.

Those of us in the golf triage business have a vested interest in the results. Here's to a 'healthy' golf market in 2005!





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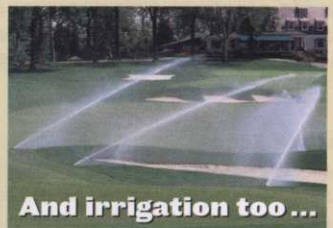
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Recycling - The Proof is in the Product



INSET: The driving range prior to the use of a recycled plastic drainage system and, main picture, afterwards showing the dramatic results when the drainage system was introduced.

Bronnie Allen, Materials Sector Manager (Glass) at WRAP, explains what steps the organisation is taking to encourage greenkeepers to make the switch to recycled products.



We are all bombarded with advertising slogans offering 'a money back guarantee' or 'a free home trial' - tactics aimed at persuading people to try different products. However, unless consumers have had a strong recommendation from their peers, they are unlikely to make a firm commitment to switch. It is no different in the greenkeeping industry.

With so many products available, it can be tempting to just stick with what you know. However, doing so means that greenkeepers are not taking the opportunity to purchase recycled products that can deliver excellent performance benefits.

Looking around a golf course, there are many areas where recycled products can be used – bunker sand, top dressing, divot repairs, mulch, signage and temporary tees to name but a few.

Recycled products, made from everyday items such as glass, plastic, wood and organic material, are an excellent way for golf courses to demonstrate their environmental credentials without compromising performance characteristics or quality.

In fact, in many cases, recycled products have been found to perform better than traditional materials in comparative tests.

To spread understanding about the opportunities and benefits offered by recycled products, WRAP (the Waste & Resources Action Programme) has been working with a number of key industry bodies, such as BIGGA, to ensure that the facts rather than the myths about recycled products are reaching greenkeepers and Course Managers.

Spreading the word with BIGGA

During 2004, WRAP contributed to a series of regional environmental seminars, which have been an excellent way for BIGGA members to find out more about the range of recycled products available, as well as a way of speaking directly to WRAP about the work they are doing. Feedback from the seminars has been very positive.

WRAP also co-sponsored the 2004 BIGGA Golf Environment competition. The standard of competition entries proved that environmental issues are very important to many clubs and WRAP sends its congratulations to all the winners.

Over the next 12 months, WRAP will continue to work closely with BIGGA and its members in a drive to spread the word about recycled products.

To give greenkeepers the opportunity to see many of these recycled products for themselves, and get a feel for the benefits they can provide, WRAP is also exhibiting at the BTME Exhibition in January.



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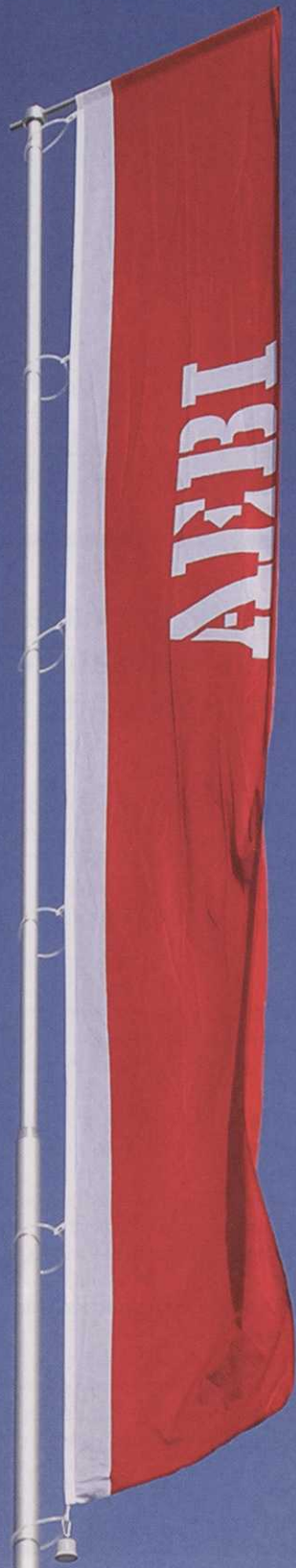
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Delivering tangible benefits

Proof of performance is critical to encouraging people to switch to recycled products and WRAP has been working closely with the Sports Turf Research Institute (STRI) and The R&A to demonstrate exactly how these products can bring real benefits.

STRI – trials of processed sand

In conjunction with WRAP, the STRI is currently undertaking trials comparing processed sand (derived from recycled glass) with conventional sand. To date, the findings have been excellent, showing that processed sand provides a good alternative to conventional sand for use in bunkers.

The natural angularity of the processed sand means it rests at a steeper angle, provides a firmer underfoot stability and reduced golf ball plugging on impact than many conventional sands. The second phase of trials is currently underway, testing a variety of mixes of processed sand with conventional sand for use in bunkers.

Commenting on the latest phase of the trials, Andrew Owen, Soil Scientist at STRI said, "By combining the slightly more angular grains of the processed sand with the paler coloured conventional sands, we should produce mixes which can still provide some performance benefits over many conventional sands, but have a toned down colour.

"The results from all the trials of processed sand for use in bunkers have been very promising and the obvious next phase of work should involve clubs incorporating processed sand on their courses.

"A relatively easy option for greenkeepers who wish to trial processed sand would be to try some in a practice bunker in the first instance – something which a number of golf clubs have already expressed an interest in. This way greenkeepers can get immediate feedback from their members without changing any aspect of their main playing course."

The STRI trials are due to be completed by March 2005 and the full results will be available from WRAP and STRI shortly after.

Best Practice Guidelines from The R&A

In early 2004, The R&A launched a website offering best practice guidelines for all aspects of golf course management and development. This website is soon to be updated with information from WRAP regarding the use of recycled products around the golf course.

The guidelines, www.bestcourseforgolf.org, have received very positive feedback from users and more than 850 clubs have registered from 72 different countries.

Steve Isaac, Assistant Director of Golf Course Management for The R&A, says, "The website provides the opportunity for clubs across the world to compare their own operations against the basic principles of best practice covering course, clubhouse and environmental management.

"Although many clubs already have their own environmental policies, these guidelines will help them to focus on what perhaps is missing. They are also making clubs sit up and take note of the environmental responsibilities they have.

"Making the decision to purchase recycled products is just one of the many areas where clubs can make a difference. As with any product, we would recommend a thorough investigation into the performance benefits. If clubs are satisfied with the quality and fitness for purpose, then environmental benefit should swing the decision in favour of using the recycled product, provided that the cost differential is within budget.

"Finally, seeing is believing. We encourage any greenkeeper considering making the switch to visit other clubs and share experiences of using recycled products."

Update from WRAP

As well as funding research and working with industry bodies, each of WRAP's material programmes is involved in activities designed to promote the availability and performance benefits of recycled products.



BAS PAS 100 Compost provides many nutritional benefits when spread as a top dressing on the fairways.



Processed sand, which is derived from recycled glass, is suitable for use in bunkers providing firmer underfoot conditions.

Compost - Product trials

WRAP has been instrumental in helping users to see for themselves the benefits of using composted products through demonstration trials. The most recent of these centres on the use of BSI PAS 100 composted material in the maintenance of sports and amenity turf grass.

The aim of the trials is to evaluate the performance of recycled compost against the materials currently being used. The trials will provide robust performance data to potential end users ensuring that confidence can be placed in the product.

Trials will be commencing in early 2005 and run through to October 2005, and will incorporate site visits so that greenkeepers can see for themselves how the compost is performing. When applied to a golf course, compost can provide many benefits such as improved regrowth in divots on tees and fairways and the suppression of turf diseases.

'Recycled wood - working wonders'

Making the switch to recycled products can be very easy to implement and a new campaign launched by WRAP will be promoting the benefits of using recycled woodchip in a variety of landscaping applications.

It is perfect for landscaping given its low maintenance requirements and ability to suppress weeds. For courses that have challenging steep inclines, the woodchip adheres effectively to slopes as it knits together well.

This is also beneficial for courses that are exposed to windy conditions, as the woodchip is not blown away as easily as traditional surfacing materials. The material also has the benefit of not sticking to the spikes of golf shoes.

Blending into the surrounding environment is a key criteria for new and existing golf courses. Recycled woodchip can help with this too, as it is available in a variety of colours, including light natural shades that highlight plant foliage.

Specialist products from recycled plastics

Recycled plastic can be used for a number of different golf course applications such as winter tees or artificial tees, signage and walkways and drainage products. Water logging can be a common problem on golf courses, especially within golf bunkers or along path edges.

One recycled plastic product that has been used very successfully on approximately 70 golf courses, including Loch Lomond and Royal Dublin, is Aquadyne. The recycled plastic acts as a capillary and effectively soaks up the water before releasing it gradually into drainage channels.

Minimum disruption to players is a key consideration for greenkeepers using a new product. These recycled plastic drainage products are very easy to install, can be used on small areas and do not require heavy machinery.

Recycled plastic can also be used to make other drainage products for the golf course, such as twin-walled drainage pipes from Delleve, which take advantage of the lightweight and robust nature of recycled plastic.

Right product, right time

There are many exciting updates to come from WRAP over the coming year and it is a great time for greenkeepers to think about making the switch to recycled products.

For further information about the many products available and the results of trials, please visit the WRAP website, www.wrap.org.uk.

The latest addition to the website will be the re-launched Glass pages which will feature pages on sports turf applications including golf course products and case studies.

THE KEYS TO BETTER TEES

STRI

Alistair Beggs, STRI Northern Area Manager, looks at the key points to practice to ensure year round healthy, playable tees.

Great strides have been made over the last 20 years improving the general quality of golf courses throughout the UK. Quite rightly most of the emphasis has been placed on putting greens.

Here, the average height of cut has halved in this period and the average frequency of cut has quadrupled or more. Nutritional programmes receive great attention, irrigation systems are usually all encompassing and aeration is carried out in a myriad of forms. Unfortunately the same progress has not been made on tees. Little has changed with the way we manage tees, apart from mowing units being better and more efficient than they were.

We still mow twice per week at most, we don't scarify enough, we don't top dress enough, we don't aerate enough and we don't divot enough. Furthermore, some clubs expect the same tees to deliver high standards all year round when for four or five months there is no turf growth at all.

Most tees have no more time devoted to their management than they did twenty years ago. If we want the condition of our tees to improve in line with the greens then larger staff complements or more efficient use of existing resources must be considered.

A great many clubs have spent fortunes in recent years improving and enlarging tees only to see them fall into rack and ruin when the maintenance programme can't deliver the results the membership expects. The result is predictable—bigger, not better tees!! Good construction is, of course, very important but money has to be spent on the day-to-day retention of these higher standards if tees are to improve in the longer term.

I see so many golf courses with good greens but whose tees are uneven, poorly aligned, contaminated with clumps of coarse perennial ryegrass, shaded, and sometimes soft and poorly drained as well. Furthermore these tees often exhibit weak and worn entry and exit points exacerbated by poor design and the absence of adequate path integration.

If we are looking to improve the overall standard of tees we must first of all identify what makes a good tee. There are certain attributes that all the best teeing surfaces offer and they can be summarised as follows:—

Adequate Size and Shape—par 3 tees should be approximately 400 m² in size, with par 4 and par 5 tees at least 350 m². The tees should be shaped to accommodate mowing with a ride-on unit. This has implications for the edges and bankings of the tee as well as the surface itself.

Good Drainage—effective control of organic matter and thatch development is vital. Push up tees might need additional drainage or need to be reconstructed depending on prevailing circumstances.

Excellent Surface Levels—creating a level surface through reconstruction is relatively easy. Maintaining high standards is difficult but so important to the enjoyment of the game. It is also important for spreading wear and tear. No golfer tees the ball on an uneven area!

Appropriate Botanical Composition—the finer grasses are usually easier to manage. They grow more slowly, require less fertiliser and do not need to be mown or scarified as regularly. If tees are big enough the wear tolerance they give should be more than adequate.

Good Accessibility—multiple entrance and exit points linked to purpose built pathways should be the aim, particularly on heavier soils.

Good Aspect and Location—however attractive they may look, tees that are shaded by surrounding woodland where the passage of air is restricted provide poor sites for grass growth. Reduced evapotranspiration and photosynthesis lead to weakened growth and poor wear tolerance in such situations.

Alignment—some tees are intentionally misaligned, others become misaligned through changes in mowing patterns or the development of adjacent trees. Realignment can sometimes be facilitated with the mower alone. On other occasions it needs to be incorporated into the reconstruction process.

A Sound Maintenance Programme—it is impossible to produce good tees without a sound maintenance programme, even if all the above issues are adhered to.

The last point is one of the most important but is frequently the least attended to. What does sound maintenance mean and what does it encompass?

The key issues can be summarised as follows:—

Surface Level Perfection - the development and retention of good surface levels is perhaps the primary aim of tee management. In order to achieve success, the tee must be large enough and sufficiently well drained to cope with prolonged wet periods of weather.

Surface preparation should then revolve around top dressing at least twice per year (spring and autumn) with an approved product and divoting once per week through the main playing season. Divoting should take place with a material similar to the top dressing, although in certain instances the organic matter content will be greater to aid binding and prevent blow-out.

Seed (which should mirror botanical objectives) should be integrated with the divot mix to allow surface recovery through the season. Divoting should be followed by switching to ensure even distribution of applied material. If this important task is omitted, poor divoting can actually contribute to a loss of levels.

Nutrition - basic requirements are for nitrogen only, particularly on soil-



based surfaces. On more modern free-draining sand-based profiles, soil testing may occasionally indicate the need for potassium but rarely phosphate. Nitrogen rates will vary with sward composition, with perennial ryegrass swards more hungry than traditional bents and fescues.

Irrigation - I would argue that it is almost more important to have automatic pop-up irrigation to tees these days than it is to have it to greens. If pop-ups are not available for greens irrigation the management crew irrigate by hand and, although it is time consuming, results are often very good. If pop-ups are not available on tees, the surfaces rarely receive the attention they deserve in droughty conditions.

The turf is often in a stressed condition anyway because of heavy playing levels and insufficient irrigation can be the final straw. The absence of pop-ups on tees also limits divot recovery during the summer season. This can be the difference between well grassed, wear-tolerant, level platforms and scarred, uneven and weed-ridden surfaces.

Mowing and Scarification - we do too little of both on many sites. Mowing frequencies at most clubs are stuck at twice per week. This may be sufficient on links and heathland sites where the finer grasses grow quite slowly.

However on heavier soils or where ryegrasses contribute to the sward (intentionally or unintentionally) frequencies really need to be increased to three times per week at the height of the growing season. As for mowing heights, you should be aiming for between 6 and 8 mm.

The height of cut will be determined by how good your surface levels are. Level tees can be mown tighter and are undoubtedly more pleasurable to play from. Scarification should be carried out at least twice per year (spring and autumn) as a precursor to topdressing.

More regular treatments may be necessary on ryegrass or ryegrass-containing swards but these must be balanced with the inevitable removal of seed applied during the divoting process.

Aeration - routine aeration on well sized, well constructed and well located tees should merely comprise some spring and summer solid tining, some autumn hollow coring (to retain firmness and remove thatch) and some winter slitting. Remedial aeration will probably be necessary at some time on tees that do not fulfil the above criteria. This can take many forms.

Resting - the best summer tees always get a rest in the winter. There are very few clubs (I can think of only one) that produce high quality summer tees playing on them throughout the year. To rest effectively, you must have a reasonable winter alternative.

If space exists, always go for natural turf, although there are now some good artificial turf types, which can be considered on sites where space is restricted. Make sure your winter tees are well located and accessible. Where possible, ensure that their location (in front of, to the side of or even behind existing tees) changes landing areas on fairways to give them a rest too!

Also ensure where possible that they are linked with paths and, most importantly, that they are well sized, well drained and well irrigated (you will be renovating these tees in the spring—no water and seed will die in summer droughts!).

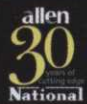
Much of our rainfall occurs in the autumn, winter and spring months so winter tees must perform, as well, if not better than, the summer tees. Get your winter course measured so a standard scratch score can be allocated to it. You can then play winter competitions from it. This will make the change in the autumn more palatable to the members.

Renovation Cycles - summer tees need to be renovated sufficiently early in the autumn to get recovery from seed before winter. The basic aim should be to restore surface levels, alleviate surface compaction and return a full cover of grass by Christmas. To achieve these objectives, renovation work must be completed by the end of October. In the spring, winter tees should be renovated in the same way.

Weed and Worm Control - there is really no excuse for weed infestation on modern tees. If the management programme is appropriate, a healthy sward fights weed invasion very well. If weeds do develop, selective herbicides are able to eradicate most of the culprits. Worm control is a little more difficult.

The loss of materials like chlordane means that modern-day worm control must focus on cultural methods. Organic matter regulation and surface acidification are two methods that work well. Carbendazim also gives some relief even though its benefits are relatively short lived.

Much of the above is commonsense but the frustrating thing is most clubs don't implement it for a host of reasons. Focus on providing the correct staffing levels for your course and give your staff the equipment to manage it. Then and only then will we see many of these routine treatments practiced regularly enough to make a difference to our tees. They are an important part of the game - golf is hard enough without the starting point contributing to our downfall!



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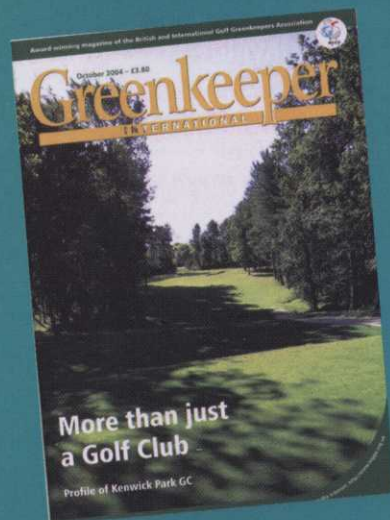
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