

themselves for the challenge and therefore to better protect themselves against misunderstanding and false allegations. If we don't help the volunteers and staff working with children, then they will be less likely to feel able to come forward and volunteer, and that can't be of benefit to the children or the future of our sport.

It is easy to see how important the issue of safeguarding is to PGA professional coaches, junior organisers, or Secretary Managers, and how they must introduce procedures and exercise good practice, but where do greenkeepers fit in? What relevance does this have for them?

The answer depends on the greenkeeper's role within the club to some extent. In some cases, greenkeepers will have minimal contact with children, but in others it will be more significant, but in all cases, an understanding of the issues involved in safeguarding will be beneficial.

It is important that greenkeepers understand the policies and procedures of the golf club where they are working, so that they know the context that the club is operating within. The club may have a code of practice relevant to working with children, that all within the club should have read and understood - it will provide guidance on the type of behaviour that is considered appropriate when around children. Greenkeepers will come across young people during the course of their work, and should follow the code of practice. This is important when junior members spend time working alongside greenkeepers, for example, on work experience, or where they are "helping out" during the holidays.



It is possible that some clubs will require that greenkeepers obtain a Criminal records Bureau disclosure as part of their work, due to the nature of their contact with children. The club is only doing what it is required to legally in order to ensure that those working with children are suitable to do so, and should be supported in these efforts. Working within a golf club provides all staff with access to children, and it is essential that we all recognise the responsibilities and obligations that this brings with it. Golf is a great sport, where children can learn so much about life, mix with different age groups, and develop skills that will benefit them throughout their life, quite apart from experience the joy of taking part. Lets make sure that we all contribute in a positive way.

The CiG Resource Pack can be found at www.childreningolf.org. If you have any queries about the issue of safeguarding, or have any concerns, please contact the NSPCC Golf Development Officer on 07974 916699, or the England Golf Compliance Officer on 07949 111924.

Kirstie Jennings is Compliance Officer & Development Manager for the English Ladies Golf Association www.englishgolfunion.org www.englishladiesgolf.org



Harrogate week

20-24 January 2008

EDUCATION COURSES TO CHALLENGE YOUR MIND

- Stress Awareness
- The R & A Conference
- Environmental Management
- Managing Relationships at Work
- Budgeting - Making Numbers Count
- Terms and Conditions of Employment
- BIGGA/GCMA Safety Management System
- EGU/GCMA Continuing Development Seminars
- Pensionsforce: Acknowledging the Message
- Workplace Bullying: What Can You Do About It

To register, book education or find accommodation, visit
www.harrogateweek.org.uk





WHAT'S YOUR NUMBER?



Name: Martin Ward
Company: Symbio
Position: Managing Director

How long have you been in the industry?
"18 years."

How did you get into it?

"I started Symbio with my brother David (the technical brains behind the company) to take new biotech research from the laboratory to the market place. Initially we developed biotech solutions to clean contaminated soil and polluted water. At the time golf greens were mostly managed with high inorganic chemical inputs which contaminated the soil, we saw a market demand for re establishing natural growth processes in sterile golf greens, initial product trials to reduce fertiliser use were successful and we have not looked back."

What other jobs have you done?

"Farm hand and international banking specialising in project and new technology finance and capital markets working in China, S. Korea, Hong Kong, Taiwan, Philippines and Scandinavia."

What do you like about your current job?

"Developing new environmentally friendly solutions to improve conditions and helping our customers develop better playing surfaces using fewer chemicals. In sports turf management we were the first company to introduce biological thatch reduction, black layer treatment,

mycorrhizal inoculants, seedcoats and fertilisers."

What changes have you seen during your time in the industry?

"Surprisingly few. The biggest two are the realisation by a growing number of clubs that to be successful in a competitive market the Head Greenkeeper or Course Manager must be an integral part of the core management team, and the fact that natural growth processes provide better playing surfaces than flooding the grass with chemicals."

What do you like to do in your spare time?

"Rugby (coaching and admin), skiing and organic gardening. The best times are when my children return from their studies and work commitments and the family is together."

Where do you see yourself in 10 years time?

"Hopefully Symbio will be a world wide company by then so I could be anywhere."

Who do you consider to be your best friends in the industry?

"Some of our customers have been with us from the first years. We could not have made it without their continued support and advice."

What do you consider to be your lucky number? "4."

Pick a number "29"

Martin has picked John Nicholson of John Nicholson Associates



Hobbies

Here's something you didn't know about me...



Name: Rachael Duffy
Hobby: Fitness Training
Occupation: Learning & Development Administrator at BIGGA HQ

How and when did you get into fitness training?

"I first got into fitness training just as a way of keeping fit and looking after myself. I then decided to investigate becoming a qualified teacher with the help of my local gym. I finally put myself on a course and took my exams when I was eight months pregnant with my daughter, 14 years ago. My love for the industry has meant I have continued to teach three classes a week, two at Aldwark Manor Spa and one at the local community centre in Easingwold."

What is it about fitness that appeals to you?

"Keeping fit is a huge part of my life. By doing my own personal training I'm challenging myself everyday to get fitter and reach new targets - One of which is running. I decided, last October after having a knee operation, I wanted to do something new and help others at the same time. So I devised a training programme and started training with my friend Angela with an aim of completing The Great North Run in September. Our training included running two 10k's, the Jane Tomlinson run and the Abbey Dash both held in Leeds, with swimming and gym sessions. We finally completed The Great North Run in 2 hours 20 minutes - Not bad for the first attempt, defiantly something we can improve on for next year! Between us we raised over a £1000 for our chosen charities, MIND and RNIB."

"The sense of achievement finishing one of the largest half mathron in the world over 50,000 runners of all ages, sizes and disabilities is just fantastic. I remember saying to Angela it's got to be the big one next year "The London Marathon", the buzz lasts for days."

"Fitness is a way of meeting other people and helping them reach their goals. One of the important things in life is your health by doing regular exercise can help you enjoy life to the full."

HAVE WE GOT VIEWS FOR YOU!

Join us for a lively and entertaining evening and to pose your question to our distinguished panel comprising:



Walter Woods BEM
Retired Links Superintendent,
St Andrews Links and recipient
the Old Tom Morris Award

Andy Campbell
MG CGCS
General Manager,
The Dukes and
Old Course Hotel
Landscape,
St Andrews



Ken Siems
MG CGCS
Director of Golf,
Loch Lomond
Golf Club



Stanley J Zontek
Certified Professional
Agronomist and Director,
Mid Atlantic Region,
United States
Golf Association



Jack McMillan MBE
European Tour Consultant
and retired
Head Greenkeeper,
Sunningdale Golf Club



QUESTIONS WILL BE TAKEN FROM THE AUDIENCE, ALTERNATIVELY
YOU CAN EMAIL YOUR QUESTION TO: education@bigga.co.uk

The Majestic Hotel
Monday 21 January 2008
7.00pm for 7.30pm





GETTING WHAT YOU WANT, NO SORRY 'NEED'

By Kevin Munt

The Rolling Stones said it best 'You Can't Always Get What You Want...But if you try sometimes, well you just might find, you get what you need.'

Having been on both sides of the golf club managerial fence, I thought I would give you my take on how to get what you 'need' from the bosses at your club.

Firstly, a little secret that you should be aware of, most bosses at some time or another think that their employees are messing up and not telling anyone, or worse still they just aren't aware that they have a problem. To check this a boss will pick an element of your operation, which may seem random to you, and ask minutia questions about it. If you are hesitant and evasive then, rightly or wrongly, there is a fair chance this boss is going to assume that you have not got a grip on your work.

So now you know this 'secret' your job should be to make sure you can demonstrate that you know what you are doing at all times. It is called reassuring him/her, and the best way to do this is by keeping them in the 'loop'. Keeping your boss in the loop on a regular basis should be one of your priority tasks.

THINK YOU'RE THE BOSS

Prepare your request from the boss's perspective. What will matter to him/her? Whether it is your total annual budget or simply a request for time off think, 'what is your boss's agenda?' Do they have pressures they need relief from, will your request help or exacerbate this pressure?

How often, as a child, did you ask your parents for something, justifying your request with "because everyone else has one", just how successful

were you with that tactic? Avoid the 'me too' approach and make sure you have an angle that will at least get you a fair hearing.

WHO NEEDS IT?

We all know that you need a deep soil aeration machine, its bl**dy obvious isn't it!

"What you mean that great lump that you haul over the greens bashing huge holes in them and making them bumpy!"

Now, you know you need it, you know the golf course needs it, but do your members think they need it? Also which of the above views is your boss going to take?

Think all the scenarios through, be very well prepared, and make a very strong case by doing your homework, have all the negatives aspects covered before you even consider making the request.
Preparing the ground

It does amaze me that Course Managers/Head Greenkeepers, as people who spend most of their lives preparing the ground so that they get the best possible result, often fail to do this when it comes to the business side of their jobs.

The most time wasting thing you can do is to walk into the boss's office under prepared. This means you must have prepared a positive response to every negative comment and have watertight figures backing up those positives. If you think that a wonder machine is going to get your course open for an additional five days in the winter, generating an additional £2,500 in total spend at the club, say so. Nail your colours

to the mast and have the courage of your convictions, if you don't it will be seen that you really don't 'need' it!

Good bosses appreciate individuals who are serious about what they do, and are willing to take the time to fully understand well conceived proposals.

BE ON A MISSION

All good organisations have a 'Mission Statement', or the phrase I prefer 'A Sense of Common Purpose' - this will be based on your club or company's strategic objectives. If your club doesn't have one hopefully you will be working to a 'Course Management Policy'. (If you have none of these do something about it, you will be seen as being at the head of management thinking).

Ensure that you link your proposals to these club/company initiatives and objectives. Define where your request(s) fit in, how they impact on both improvements and profits, and highlight the risks of not giving you what you need.

COURSE MANAGERS ARE SALESMEN

Selling! Oh yes you are in sales territory now and you have got to be much better than the company rep who has got a vested interest in you getting this proposition through. In sales there is a piece of jargon called a 'Value Proposition'. A value proposition is a short statement that clearly communicates the benefits a potential customer/client gets by using your product, service or idea.

"Why should we buy this specific product or idea?" asks your manager, your value proposition should answer this question in a compelling way. The aim is to help them see the specific value of your request and in doing so, you will grab their attention so that they say, "Yes this is right for the club and I am going to support it".

Also ask yourself what am I going to do if the answer is no. You may well be asked what the alternatives are, make sure that you have creative ways in which to get what you and your club requires.

APPROVED

Congratulations you have done it. The Board of Management has approved your request for a budget matching that of The Wentworth Club. You can go and get your course into tournament condition all year round! As you do, don't forget the following:

- Credibility. Follow through on actions and deliver what you said you were going to.
- Reporting. Remember to keep the boss 'in the loop' if you want to be well received in the future.
- Results. Keep a track of progress and quantify results, this will aid the success of future 'need' requests.

Remember bosses need people who have unique expertise. You don't have to be an expert in every element of your job, but you are employed for your specific area of knowledge. Believe it or not your boss values this, make sure you are able to articulate this expertise with confidence 'and you just might find, you get what you need'.

AUTHOR

Kevin Munt is Principle Consultant of KMgc, a management consultancy specialising in the Golf Club operational development.

Kevin has been the Course Manager at The Wentworth Club, Royal Dornoch GC and Hankley Common GC and was the Operations Manager of the Buckinghamshire GC.





Immingham GC

PREPARING FOR A RAINY DAY

Scott MacCallum meets two head men who had to cope with an exceptional situation last summer

There you are preparing for one of the biggest events in the club's calendar and the weather turns against you. Not fine, but I'm sure it's a situation most of you have had to deal with at some time or other. However, what faced Rob Welford, of Cleethorpes GC, and Steve Beverly, of Immingham GC, last June, is far removed from anything all but an unlucky handful of you will have ever encountered.

Let's face it how many of you have taken out a boat and rowed along the very fairways on which you'd normally be looking for a nice tight lie in June?

The golf clubs' location and the month will perhaps have given some of you a clue but Rob and Steve were in the middle of the horrendous flooding which engulfed much of the Humberside area in the height of last summer and from which some unlucky residents have still not recovered. While the area hit the national news the flooding also arrived just a few days before the clubs hosted a pro-am and Club Championship respectively.

June was, indeed, a bizarre month with two separate deluges each of which on its own would have created turmoil on any golf course at any point in the year but in June was all the more remarkable and high quality evidence that our climate is undergoing quite an upheaval.

"We had 245 mil of rain in June against an average of the last five years of around 60. The year before in the drought we only had 11 mil so we went from thinking about putting down wetting agents, and relieving stress, to the absolute opposite. Our course was closed for two days following torrential rain on the 15th of the month and then we followed to weather forecast and could see another load of bad weather coming," said Rob.

Steve's situation was even worse.

"We had 331 mil of rain in June, that's 13 inches, while we had 126 mil on the 25th alone – five inches. We knew there was going to be a lot of rain but when the forecasters say that you don't expect that much. You maybe expect about an inch," said Steve, who recalled that it started pouring at 9pm on the Sunday night and didn't stop until 9pm on the Monday.

Both men were helpless as they saw the rain set back all their plans for the big week ahead.

"All we could do was watch the water levels rising. You'd see puddles, which were 30 yards apart, joining up and making bigger puddles and seeing rivers running through the course and with our pro-am due we were trying to work out what to do," said Rob.

"As soon as it stopped on the Monday night we started assessing the situation. Can the event go ahead? If so will we play the full course or will we have to shorten some holes. What's the best way to get rid of the water?"

"It's not a situation you deal with on a regular basis... thank God! The Heads of department – Secretary, Pro, Catering Manager and myself – met and the first thing to decide was whether we could go ahead because, with 42 teams and 168 golfers coming, we had to decided whether to cancel the order for food and drink and give all the players, many of whom were already calling to ask what the position was, warning.

"We looked at the long range forecast and it wasn't too bad so we felt that as long as we could get the greens playable we would go ahead," explained Rob.

The priority was getting the fairways playable and using a pump borrowed from Immingham to supplement their own they began pumping.

“We had both pumps running 24 hours a day so obviously we had to have guys coming in late at night to refuel them but eventually we got 99% of the water pumped off the fairways and there was only one hole, the 314 yard 6th which we had to shorten to a 150 yard par-3,” said Rob, who added that the bunkers remained GUR.

“It all worked very well and on the day people were pleasantly surprised at how well we had got the course into play and we had pictures up showing them how the course had looked just a few days before.

“We were still able to double cut the greens on the day and they were putting at around 8.5, normally we’d be hoping for around 10-10.5 for a pro-am but green speed wasn’t the priority – getting the course open was.”

While Rob was working miracles to get Cleethorpes open for the Friday pro-am Steve had made the decision to cancel the Club Championship on the Saturday, hence they were able to lend the pump to their neighbours.

“The members were fairly understanding. For me to have 15 holes open for Saturday was less important than Rob having his course dry for the pro-am,” explained Steve.

“It was an Act of God and when it comes from the sky people are more understanding.”

Having witnessed the non-stop rain and knowing the course’s predilection to flooding anyway Steve was more than concerned when he set out on a course inspection. Little did he know then that he’d finish the trip in a boat!

“It was morbid curiosity more than anything to see how bad it really was. Down at the bottom end there is normally a small pond but it had flooded over the pathway, up to the tee and onto the next green while the force of the water had washed away the pathway on top of a culvert. It also washed away about six to eight feet of the bank making it much wider.”

Steve and his team kept walking but were met by a remarkable scene.

“It looked like something from the Lake District. You couldn’t see any grass while a drainage dyke was flooding back towards us pouring water onto the course. The only way to continue to the inspection was by boat and we had shovels for oars. It was one of those scenes you could either laugh or cry about and we just took the comical approach.”

Despite everything, the team had nine holes open on the Wednesday and about 10 members played while others arrived with their cameras to record the scene.

A major casualty of the flooding and discovered when the water levels receded were the leatherjackets with hundreds of them lying on the surface having drowned.

“Some areas lay wet for two to three weeks after the second flooding and not having dried out fully from the first meant that they had been wet for over a month so it was a case of how to reinstate them and reduce the chances of it happening again,” said Rob.

“We raked off the debris then because the grass was just rotting we dressed out the areas and reseeded. On some of the hollows near we raised the area so it wasn’t such a pronounced hollow and less likely to puddle.”

One consequence of the high moisture levels in the soil profile was that



in July and August grass grew, as Rob points out “like stink”, which meant men who would normally be doing other course duties were permanently attached to their mowers.

“It was a very stressful time as in June you are looking to get the course at its best but because of Mother Nature we couldn’t do it. Normally praying for a bit of rain at that time of year. I found that quite demoralising.

“Our priorities changed and instead of looking at the whole course it was a case of let’s get the greens as good as we can and later in the year we’ll turn our attention elsewhere,” said Rob, who has recently found the ideal sand for the course after trialling as many as a dozen varieties.

“Being so flat and exposed we needed sand that would remain in the bunkers and having done 12 bunkers we’ll be doing the remainder of the 76 bunkers over the next three to five years, sorting out the drainage issues as we go.”

At Immingham Steve, who, in his 18 months at the club, had worked hard to improve the drainage on the 11th, 12th, and 13th holes which were built on solid clay saw that work begin to pay dividends.

“When the fairways were three feet deep in water in the middle of summer you did wonder what it was going to be like in the winter but, although some members were saying the holes wouldn’t be open again for the rest of the year, we had them open a week later. That proved to me that the work we had done was working,” said Steve, adding that they also received a goodwill payment from the neighbouring oil refinery after what looked like a film of oil appeared on some fairways.



Cleethorpes team with a Chairman of Green, John Stanley (second right)



The Immingham water boys

Steve, who joined Immingham from Cleethorpes, has had a baptism of fire in the job.

“Like many I was dubious about how I was going to cope with everything in a first Head Greenkeepership but, although I’d had numerous issues to contend with, I feel I’m coping.

“We had the driest April on record with five mil of rain and our irrigation pump broke down. In May we had a Ransomes triple stolen and joy ridden around the town causing £3000 worth of damage– it’s only just been returned to us. One of our greens was dug up on the eve of Invitation Day. Last Friday a horse got loose on the course and we had to repair hoof prints on a couple of greens while there was another attempt to break into the sheds last night – we even get plants stolen from out of the ground,” revealed Steve.

Driving up to the course you see static caravans which still contain families unable to return to their homes.

“It puts it into perspective. I certainly wouldn’t swap and have a dry golf course and flooded home but we still have to face our problems when we arrive at work,” said Steve.

With such a close friendship Rob and Steve always have someone to share their problems with and help each other out.

They met at Reaseheath College, living two doors apart when we were doing the HND in Golf Course Management, and sharing many a pint and although they went down different paths they kept in touch. Steve did his year out at Forest of Arden and before taking an internship at Pinehurst. He returned to St Pierre before Rob tipped him off about the



Not Henley but Immingham



Rob (left) and Steve (right)



Deputy's job at Cleethorpes when Rob moved to Immingham.

Rob did his placement at East Sussex National and was offered a full time job there after finishing his course and then answered an interview for a Deputy's job at Cleethorpes.

"Course Manager, Les Howkins, and I hit it off immediately and a 45 minute interview became two hours. I got the job and then 18 months later Les was doing some consultancy for Immingham and recommended me for the post of Head Man. I then contacted Steve about my old job," said Rob.

When Les moved to Cotgrave Place G&CC Rob returned to Cleethorpes and six months later Steve moved in the opposite direction to his first headship at Immingham.

"Taking over from a guy (Les) who achieved his Master Greenkeeper while at the club was not easy. It's far easier to go into a job where you can make an impression quickly but I learned a lot from Les and he has returned to play golf and complimented me on some of the changes I've made," said Rob.

Steve also learned a lot from Les but is also quick to give credit to Bill Lawson, of Heswall, who was the man responsible for him entering the profession.

"I did work experience with Bill and then worked for two summers at Heswall. He was the man who encouraged me to go to college," said Steve. Both Rob and Steve have learned well and have experience which will stand them in good stead the next time they have to prepare for a rainy day!



Casual water at Immingham



Coke, Hoover, Biro, Levi's, Aga, Barenbrug. None of these great names were born great, or had greatness thrust upon them.

Some were aided by a stroke of genius, some helped by fortunate timing, but all of them achieved their iconic status the hard way.

In our case, it has taken over 100 years hard work to become the leading grass seed breeder in the industry.

It has taken long term investment, exhaustive research, endless trials, visionary leadership and some extraordinary people.

Above all it has taken this – the single-minded determination to help create the very finest sports and landscape surfaces – and to ensure that the name 'Barenbrug' continues to be the other way of saying 'the very finest grass'.

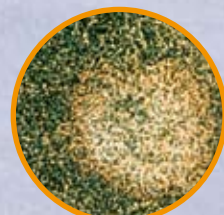


www.barenbrug.co.uk

NEW!

Dedicated *Speed* and Endurance

for broad spectrum disease control



Fusarium



Anthracnose



Dollar spot

- Contact and systemic turf fungicide
- **Fast**, long lasting and rainfast
- Controls anthracnose
- Use all year round, "whatever the weather"



Dedicate[®]
WORKS INSIDE AND OUT

Bayer Environmental Science, 230 Cambridge Science Park,
Milton Road, Cambridge CB4 0WB
Tel: 01223 226680 Fax: 01223 226635 www.bayer-escience.co.uk

ALWAYS READ THE LABEL : USE PESTICIDES SAFELY.
Dedicate[®] contains 200g/lit (18.2% w/w) Tebuconazole and 100g/lit (9.10% w/w) Trifloxystrobin.(MAPP 13612). Dedicate is a registered trademark of Bayer.
© Bayer Environmental Science 2007.