

GETTING THE MOST FROM YOUR EMPLOYEES

The best executives, those who climb highest in any organization, are those who get the job done on time and with a minimum of uproar and confusion. Those who try to keep a finger in every pie, hustling all the time to try to do everything themselves, are as much a failure as those who delegate everything and let every situation get out of hand.

In other words, your success is directly tied to that of your employees. Your appraisal of their capabilities and your willingness to trust them to take care of important details is as important to your managerial performance as your own abilities.

If you can get your employees solidly behind you, your unit's productivity will go up and many of your major headaches will solve themselves. On the other hand, if your problems and needs as a supervisor leave your employees cold, chances are those problems are only beginning.

Employees who believe in what they are doing and the person for whom they are doing it are much more willing to make personal sacrifices in times of crisis and difficulty. They will display a higher level of interest and enthusiasm in their work, and their attitude toward your organization and your department will be more conducive to a high level of performance.

A healthy sense of teamwork and harmony will make your employees proud to be part of your group and keep things running smoothly even when you aren't around to supervise. When your people are solidly behind you, they will help boost your personal image by thinking well of you among themselves and speaking well of you to others. Finally, as you prepare to move up the ladder in your organization, you will be in a better position to develop and groom key aides to take over your job.

The question is, how do you instill this loyalty in your employees? How do you keep their morale high in a business that runs the gamut from very slow times to periods of frantic activity?

One good way is by recognizing their achievements, abilities and talents. Everyone has a ego that likes flattery. Deserved praise and recognition from the boss go a long way toward motivating an employee. Unfortunately, many bosses think the content of an employee's pay envelope is thanks enough, and when they want to reward someone, they give him a raise or bonus.

The additional income is always welcome, but public recognition can sometimes go just as far toward making an employee feel valuable. If a raise is made public knowledge, other employees may feel envious and their work may suffer.

Scouting's merit badges provide a good motivation example. However basic the level, each merit badge shows that the wearer is competent in a specific area. As more badges are acquired, pride in accomplishment increases proportionately, especially when accompanied by a public ceremony.

Granted, no employer wants his workers swaggering through the shop wearing merit badge sashes. However, the idea is there -- publicly recognize skills and give those employees who perform well something concrete to show off.

Design a series of certificates or wallet cards for such skills as fairway maintenance, greens mowing, trap maintenance or chemical application. After all, these are important skills, and employees who are proficient in them deserve to be recognized. Or, if your club or company has an employee newsletter, make sure your people who deserve it are prominently mentioned. With

some thought, other subtle and innovative ways can be found to encourage employees to feel justifiably proud without being too immodest.

By recognizing skills and encouraging employees to develop their abilities, you can make them feel that they are a valuable part of your organization. When they feel good about their jobs and are motivated to be more productive, they make you look good. And all you have invested is a little time and consideration.

The Fore Front

RIDER 22- CAN IT HELP YOU??

I may have wasted \$1,780 last year on electricity!! That amount was 68% of my electric bill for watering Shoreacres in 1979. With Rider 22 and a little care, it might be saved in 1980. Here is my story in case it might help others.

Unfortunately, electricity for irrigation has been in our clubhouse budget rather than the golf course budget. Yes, I mean that because I never saw the electric bills until, out of curiosity, I looked at them this Fall. I found that on commercial accounts there is something called a "DEMAND" charge in addition to actual Kilowatt Hours (KWHr) of energy used. For a golf course irrigation system this demand charge can far exceed the energy charge (Ex: Our April bill was \$10 for energy and \$220 for demand). With a night watering program and Rider 22, the demand charge can be reduced to \$21.85 a month according to Commonwealth Edison.

HERE IS HOW IT WORKS:

The demand charge is based on the **maximum** Kilowatt (KW) usage for any half-hour period during the month. Commonwealth Edison charges \$4.40 (Summer) or \$3.96 (Winter) for a KW of demand. For example, an electric motor producing one horsepower draws approximately one KW of demand. Therefore, this motor run for only one half-hour a month at full load would result in a \$4.40 demand charge (Summer) plus approximately 2 cents for one-half KWHr of energy.

Rider 22 "Off-Peak Demands" states that for a \$21.85 monthly service charge to install a magnetic recording meter **all Off-Peak demand charges are eliminated**. The Off-Peak period consists of all hours except the daytime period of 9:00 a.m. to 10:00 p.m., Monday through Friday. Major Holidays are also Off-Peak periods. Under Rider 22, "...the maximum demand for the month shall be the maximum demand... established during the daytime period."

With some care to keep those big pumps OFF during the day, significant savings could be realized! Granted, some daytime watering is necessary such as syringing or hand-watering. But, if I only turn on my smallest pump for these uses and maybe take a little more time, my demand charges can be minimized.

I plan to start on Rider 22 in April, 1980. I should also say that the \$21.85 monthly service charge is for 12 months a year and not just during the Summer. However, my 1979 demand charges were over \$2,000 so potential savings would have been \$1,780 minus charges for daytime demand.

I recommend taking a close look at your electric bills and contacting your service representative at Commonwealth Edison for details. Also, don't forget that cart building! It may pay to have a separate meter under Rider 22 installed.

**Thomas A. Rader, Supt.
Shoreacres**