

Team Concept Introduced Into Golf Course Maintenance

by Fernando Fernandez, Green Acres C.C.

As briefly as I can, I will try to explain in detail how we, here at Green Acres C.C., have had good success using a revolutionary way, "THE TEAM CONCEPT", of doing Golf Course maintenance:

OVERVIEW

- ★ Why and how we got involved with the Team Concept
- ★ What is needed to get the Team Concept started.
- ★ Benefits from the Team Concept.
- ★ Potential challenges with the Team Concept.

OUTLINE

History.

The role management played in the decision.
Demands from membership.
Read an article in G.C.M.
Needed more equipment.
Synergy and team theories.
Got employees motivated.
Educating of employees.
Employees off on different days of the week.
Some employees had to work split shifts.
Fourth Year.

★ Why and how we got involved with the Team Concept:

History:

Four years ago, our golf course maintenance crew was composed of fourteen employees during the Spring and Fall months, and sixteen employees during the Summer months. We were working 50 to 60 hours per week, and on weekends we would split the crew, half of them would work on Saturdays and the rest would work on Sundays alternating every other week. At times some of our employees worked seven days.

The role management played in the decision:

Management stepped in and enforced the rule: Not one employee of Green Acres C.C. would be permitted to work seven days straight or more, without taking a twenty four hour rest, and suggested we take total man hours worked during an average week during the season and divide it by forty hours. This would give us the number of employees needed to work with. This setup would give us more employees to work with but consequently allowing less overtime. One other thing we were told is that the Club Managers Association of America recommended, for high maintenance golf courses, to have one employee per hole, not including the Mechanic, Assistant, and the Superintendent.

Demands from our Membership:


The ever increasing demand for higher quality golf course conditions were putting the pressure on us to have the golf course maintained every day as if it were a tournament day, from Tuesday through Sunday. They wanted us to mow greens on the weekends with walkers and to mow fairways, tees, approaches, soil and seed tees, soil and seed fairways, etc.

(continued page 15)

FORE

great service...

PUTT




Your Landscape Needs In Our Hands!

- Bulk Stone, Mulch & Topsoil
- Central Sod
- Diamond Retaining Walls
- Interlock Concrete Curb
- Paveloc Pavers
- Drain Tile & Accessories

ASPEN VALLEY

LANDSCAPE SUPPLY INC

Chuck Chism: 37W305 Rt. 72 • West Dundee, IL • 708/426-0072
Shara Weaver: 13931 Bell Rd. • Lockport, IL • 708/301-0703




HENDRICKSEN

the CARE of TREES

Since 1946

As golf course professionals, you understand turf maintenance procedures.

As certified arborists, we understand tree and shrub maintenance procedures.



Let's combine our talents to provide the best possible recreational experience for your clients.

2371 South Foster Avenue • Wheeling, IL
708-394-4220

(Team Concept continued)

Read an article on Golf Course Management:

Approximately four years ago I read an article in *Golf Course Management* magazine describing how a Superintendent has solved many problems with detail work by dividing the golf course into sections and giving the sectional responsibility to one individual. It sounded like a good idea to us. On the first year we started by dividing our golf course into equal sections paying a lot of attention to the fact that every employee would get the same number of greens, tees, fairways, sand banks, banks, ponds, trees, etc. so that it would be fair for everyone involved and assigned one employee to each section.

Needed more equipment:

The first thing we noticed was that we needed more equipment. Every employee was going to need equipment to work with. I knew that was going to be a challenge because I had read in the *Golf Course Management* article stating something to that effect. To alleviate the situation we grouped two adjacent sections into teams.

Synergy and team theories:

In the second and third years we learned synergy and team theories. Synergy is the concept that the value of an entity is more than just the sum of its separate components. It applied to us in the following ways: If one employee can perform five tasks in a given time period, you could assume that two employees working independently would perform ten tasks in the same period. However, if we combine the two employees, into a team doing the tasks together, then we find that by helping each other they can complete eleven or even twelve tasks in the same period. We found that by assigning teams to various sections of the course, and letting them do every single task required to maintain that section, the work was being done much more efficiently. This left more time available for detail work and grooming, resulting in a much improved golf course.

Getting employees motivated:

Almost immediately we saw good results. As soon as we assigned the teams their own section to work on, and said to them that this is your section and everything that happens here is because you did it or did not do it. It is your responsibility from start to finish. It is up to you whether your section is the best maintained in the course or the worst. It is all up to you. The results were tremendous. There was competition galore between the teams. Every team was trying to outdo the others. We could not keep ropes and stakes for traffic control for our golf course members before, now they were putting traffic control between themselves so that members of one team would not traffic through and wear out the other team's sections.

Educating our employees:

One of the challenges we knew we were going to encounter was to cross-train and educate every employee to do every operation needed on the golf course. We were no longer going to have special employees doing something that only they could do, everyone had to be educated and trained to do just about every operation needed.

(continued page 18)

COMPLETE LIGHTNING PROTECTION SERVICE

UL LISTED INSTALLER AND MANUFACTURER

SHELTER PROTECTION

TREE PROTECTION

SURGE SUPPRESSION FOR PUMPS
AND SPRINKLER SYSTEMS



HARGER
LIGHTNING PROTECTION, INC.

1066 CAMPUS DRIVE, MUNDELEIN, ILLINOIS 60060
P.O. BOX 1000, LIBERTYVILLE, ILLINOIS 60048

(708) 362-4848

FACSIMILE (708) 362-3519

**Please Support
Our Advertisers**



BOJO

Turf Supply Co., Inc.

- Naiad + Aqua Gro
- Panasea Plus
- Chemicals
- Sand Aid
- Fertilizers
- Thatch X
- Terra Green
- Pinhigh Sharpening Compound
- Chipco
- Tingley Boots & Raingear
- Flexogen Hose
- Terra Green - OilDri

Excellent Service at Reasonable Prices

24356 HARVEST HILLS RD., • FRANKFORT, IL 60423

800-732-9401

815-469-6841

Fax: 815-469-8248

(Team Concept continued)

Employees off on different days of the week:

Because we are doing regular maintenance during the week and also during the weekends, we were going to need a full crew all the time, including on Saturdays and Sundays. To remedy that challenge we gave our employees (one member of each team) a day off on a different day of the week. Two employees are off every day of the week, that gives us the opportunity to have a full crew at all times including weekends.

Some employees had to work split shifts:

Because of the nature of some of the jobs involved we had to have some of our teams work split shifts — four hours in the morning and four hours in the evening.

★What is needed to get the Team Concept started:

- 1-) Divide the course into equal sections. (must be equal).
- 2-) Give an equal section as a responsibility to one employee.
- 3-) Group adjacent sections into teams.
- 4-) Make sure you have enough tools and equipment for all of your teams.
- 5-) Get the teams motivated.
- 6-) Train and educate your employees.
- 7-) Forget old ways of doing things and be ready for change.

★Benefits from the Team Concept:

- 1-) Less overtime.
- 2-) No one has work seven continuous days.
- 3-) Organization. Do not have to be putting out fires anymore.
- 4-) Problems with detail work eliminated.
- 5-) A golf course that presents itself evenly throughout at all times.

★Potential challenges with the Team Concept:

- 1-) Not every employee fits into the team concept. Must find good, responsible, self starting employees.
- 2-) The competition between teams may get intense. Must keep control over it so it does not turn destructive. A little competition is good, but destructive competition is not.
- 3-) Nonstop training and educating of your employees.
- 4-) Must have a lot of patience.

Fourth year:

We have had such good results using this system that this year (our fourth year using this system) we are planning to expand the system even more. This year we are planning to do 100% of golf course maintenance using the Team Concept.

If you have any questions or comments please feel free to call us at 708/291-2232.

Grow With Us!

New construction or course renovation, contact LESCO for premium performance turf seed varieties and 18-24-12 starter fertilizer with PolyPlus[®] SCU. To obtain more information on LESCO turf products contact your LESCO Professional Golf Representative or call (800) 321-5325.

LESCO™

LESCO and Grow With Us are trademarks of LESCO, Inc. PolyPlus is a registered trademark of LESCO, Inc.

DUNTEMAN
TURF FARMS
Growers of Quality Sod

SERVICE!
LOCAL GROWING FOR
EASY PICKUP OR QUICK DELIVERY.
DELIVERY ON TIME, EVERYTIME.

QUALITY!
FEATURING
ELITE KENTUCKY BLUEGRASS,
BENTGRASS SOD, AND
TURF-TYPE FESCUE
• LOWER MAINTENANCE
• MORE DROUGHT
& SHADE TOLERANT
• BETTER WEAR RESISTANCE

PRICE!
CALL FOR A QUOTE

708-557-2900

NEW PRODUCT

Chicago

MAIN STREET
11 MILES WEST
OF BATAVIA, IL