

work, he must call the shop. If no one answers, the employee can leave a message on the voicemail.

24. Take the employee on a tour of the course. Discuss course layout, cart rules and usage (where to drive, where not to drive), and crew etiquette in regards to the use of carts and equipment around the golfers.
25. Explain to the employee that proper communication is the key to our success as a crew. If the employee is unsure or does not understand a job assignment, it is important to ask questions!
26. Introduce the new employee to his fellow crew members.

It takes eight hours for the foreman to conduct a complete employee orientation program.

Tangible Results

This year, with a peak crew of 20 employees, we have had a total of 25 employees on payroll year to date. This represents an employee turnover rate of 25% — a 60% improvement over last year. As I mentioned earlier, our training program was just one of the areas where we looked to make improvements. We also evaluated recruiting practices and our compensation/benefits package. The decrease in employee turnover has resulted in a crew that is more solidified in their commitment to each other and to their work.

The most difficult part of putting together the orientation program was writing the employee manual. If you are planning to write or update an employee manual, I would recommend seeking expert professional help. Since our club chose not to, we put our employee manual together using a series of policy

statements that already existed at the club, an old version of an employee manual that the club no longer used, and samples from other clubs and the GCSAA. If you would like a sample of our manual so that you can better see how the manual and the orientation outline work together, you can download it off the MAGCS Web site.

Although we have made considerable improvement in our orientation of new employees, we believe that this is an evolving program and that it will need to be updated on a yearly basis. Already we have made adjustments to the outline so that it is easier for the trainer and the employee to follow. But for now, it's a good start.



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Dudley Smith (R) and wife Marlene.

I have the distinct honor of introducing you to Mr. Dudley Smith, past president of the Midwest Turf Foundation and secretary of the Musser International Turf Foundation. Dudley is the superintendent of Silver Lake Country Club. Dudley's tenure of 42 years at his current position is impressive, even more so when you consider that this was his first and only superintendent's job.

Working as an intern at West Point's golf course was how Dudley spent his summers when he wasn't attending classes at Penn State. When he finished his formal education, he set out for the assistant superintendent position at Hercules. The job was supposed to materialize into a superintendent's position, but never did. Dudley, being an East Coast graduate, set out to make new friends. He landed at Silver Lake, a public track on the South Side of Chicago. Keep in mind that in March of 1959, things were quite different. Let's suffice it to say that the gentlemen of the Midwest Association were not as quick to roll out the red carpet as they would be now.

Dudley and his wife Marlene have three sons, Rick, Tom and James Wilson. Rick is the superintendent at Glenview Park District, Tom is the assistant at Deerpath and James is a carpenter. When I spoke to Dudley, he had recently participated in a parade in his hometown of Frankfort by driving his antique Model A. In addition to the Frankfort Antique Car Club, Dudley is also involved in the Lions Club. Each year, Dudley takes charge of a charter bus that takes local Penn Staters back where they belong to cheer on one of the best college football traditions in the United States.

When asked what the profession's greatest rewards are, Dudley replies, "the youth." He is proud of the numerous young men who have come into the golf profession via the shop at Silver Lake. The tone of his voice makes it apparent how proud Dudley is of the Silver



Weeping cherry in sand trap island
on hole #14, North Course.

Lake family. When time permits, Dudley and his former assistants get together for picnics where they enjoy telling stories and catching up.

Silver Lake is now comprised of what began as two different courses. One was a daily fee course, which is now known as the South Course. Euclid Hills was a private club that belonged to the Shriners and is now known as the North Course. When World War II began, Euclid Hills went belly-up and the two courses were combined, forming Silver Lake Country Club. In 1962, an executive nine-hole course was built. In 1963, the new nine opened and work began to give the old courses a facelift. Buzz Didier was the architect for the new nine and for the remodeling of the existing 36 holes. During the 1980s, the greens at Silver Lake were a beautiful stand of Toronto Bentgrass, but not for long. As Butler National was losing the battle with C-15 decline, so too was Silver Lake. Dudley purchased Penncross sod and resurfaced all the greens. The greens at Silver Lake became dual citizens as Penncross from Canada made its way to Orland Park, Illinois.

Thanks to the tremendous job of Dudley and his staff, Silver Lake has evolved to be quite the distinguished place to hold outings. In fact, it is difficult for the walk-on golfer to get a tee time. With outings scheduled nearly every day, Silver Lake's 45 holes receive about 100,000 rounds per year. Among the biggest challenges at Silver Lake is the turnover in crew, according to Dudley. Training new employees and the constant influx of "green" help are tremendous hurdles. When a Sunday morning sees 1,000 rounds, it is important to have a seasoned staff.

This fall, the staff at Silver Lake will be busy sodding areas with bentgrass. After the heat of the summer, Dudley marked the areas of weak *Poa* that have been requiring hand-watering and intensive care year after year. These marked areas were then stripped and removed to prepare them for sod. Also, Dudley and company recently overseeded the fairways at Silver Lake with a turf-type bluegrass blend. The seed was put in place via a slit seeder and hopes of germination-friendly weather.

This winter, Silver Lake's big project will be demolishing their "barn" and erecting a new maintenance facility, which will include an office for David Kohley, Silver Lake's assistant superintendent, as well as a pesticide and fertilizer storage room, rinsate pad and a spray rig storage room.

In the past, Silver Lake has hosted the USGA Public Links Championship, the qualifying rounds for the U.S. Open, National Lefthanders Championship and many CDGA junior tournaments.

Dudley Smith has been the recipient of two of the turfgrass industry's most distinguished service awards. The first award came from the Illinois Turfgrass Foundation in 1994. The second was from Midwest Turf Foundation/Purdue University in 2001, where Dudley served as president of this group in 1973 with Dr. Daniels.

For the past 10 years, Dudley has served as the secretary of the Musser Turf Foundation. He will now be passing that baton to Bruce Williams.

We look forward to the October meeting at Silver Lake. Come out and enjoy the beautiful course conditions that Dudley and his staff enjoy providing.



Spring photo of crabapples at dogleg on hole #12, a par 5.

The “Radical” 1980s

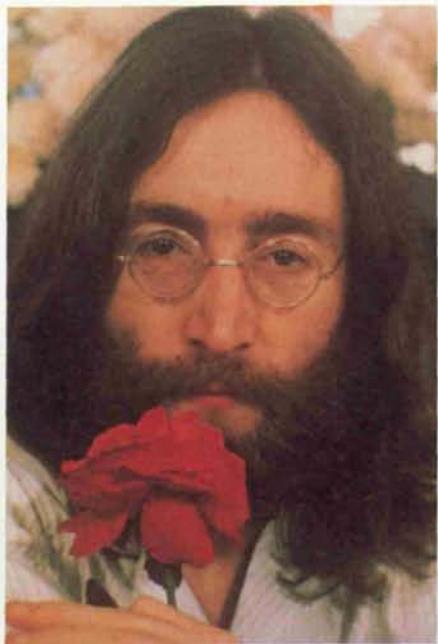
Editor's Note: One article couldn't possibly do justice to 75 years of history. So, in honor of the Midwest's 75th anniversary, *On Course* presents a special decade-by-decade retrospective. This installment features the yuppie-infused decade of Reaganomics, the 1980s. Coming in November: the '90s.

The Twenties were roaring, the Thirties gave us the Great Depression, the Forties was a decade of wartime, the Fifties gave us rock and roll, the Sixties free love and peace, the Seventies . . . well, to paraphrase from the movie Dazed and Confused, “The Seventies, oh my, they obviously suck. Maybe the Eighties will be radical, you know.”

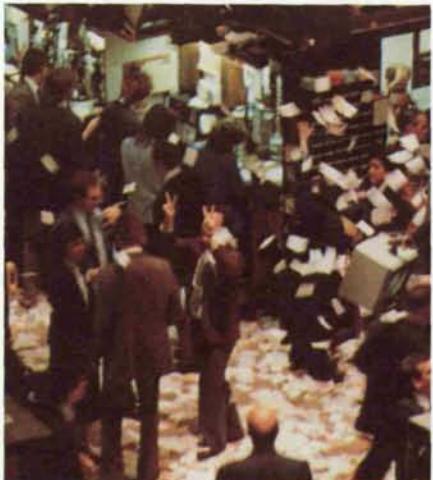
Well, I *don't* know about radical; on some level the Eighties did seem rather boring and uneventful compared to some other decades, but it was the dawn of the Information Age that we live in today. IBM unveiled the first PC, and cable television was launched into households everywhere, thus allowing Americans to waste even more time in front of the tube.

“Greed Is Good”

Actually, these were some interesting times on the political and economic fronts. Let's not forget Ronald Reagan's “trickle-down economics” and “Strategic Defense Initiative” (a.k.a. Star Wars). George Bush (without the “W”) asked us to read his lips, “No new taxes!” An obscure Marine lieutenant colonel named Ollie North took the stand and the blame in the Iran-Contra hearings. October 19, 1987 – Black Monday – saw the stock market plummet almost 23%, as \$500 million of stock equity vanished. This proved to be the largest loss on a single day in market history. The '80s saw the beginning of the end of cold war as Mikhail Gorbachev took office in the Soviet Union late in the decade. Minimum wage was \$3.35 in '81 and the average annual salary was around \$15,000, which wasn't so bad considering a new BMW only cost \$12,000.



On December 8, 1980, John Lennon is gunned down.



October 19, 1987: the stock market tumbles 508 points.



On February 2, 1980, the U.S. hockey team captures the gold medal at the Olympics.

As with any other decade, the 1980s were not exempt from tragedy. Early in his first term, President Ronald Reagan was the victim of an unsuccessful assassination attempt by an insane man named John Hinckley who thought this would somehow

impress actress Jodie Foster. In 1980, a successful assassination attempt by Mark David Chapman took the life of Beatles legend John Lennon in New York City. The space shuttle Challenger exploded minutes after take-off in

(continued on page 18)

These were some interesting times on the political and economic fronts. Let's not forget Ronald Reagan's "trickle-down economics" and "Strategic Defense Initiative" (a.k.a. Star Wars). George Bush (without the "W") asked us to read his lips, "No new taxes!"

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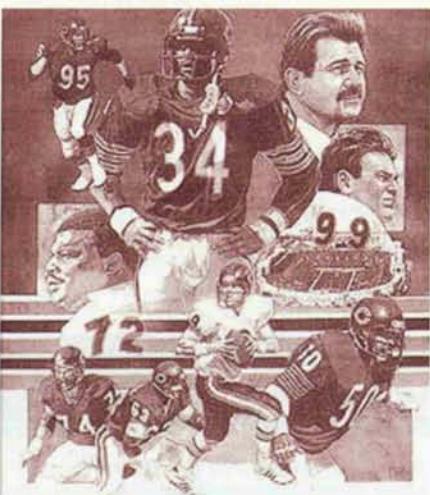
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January of '86, killing the crew of seven, including a schoolteacher from Concord, New Hampshire. The captain of the Exxon Valdez, Joseph Hazelwood, full of gin at the time, hit a reef causing the oil tanker to dump more than 11 million gallons of oil into Alaska's Prince William Sound in March of '89.

"Video Killed the Radio Star"

On prime-time television, *Dallas* posed the question, "Who shot JR?" *Cheers* and *The Cosby Show* were Thursday night staples.



Da Bears are Super Bowl champs in 1986.

Unfortunately, tabloid television also took off with the likes of Geraldo, Sally, Phil and Oprah. A gap-toothed Indy boy with his "Top 10 List" became the king of late-night television.

The big screen brought us *E.T.: The Extra-Terrestrial*, the #1 film of all time until *Titanic*. Other classics included *Raging Bull*, *Platoon*, *The Empire Strikes Back*, *Return of the Jedi* and the *Back To The Future* and *Indiana Jones* series. And let us not forget *Caddyshack* and Bill Murray's portrayal of Carl Spackler, which supposedly set the superintendent's image back; although I know a number of superinten-

dents who love the movie and could recite every line if asked.

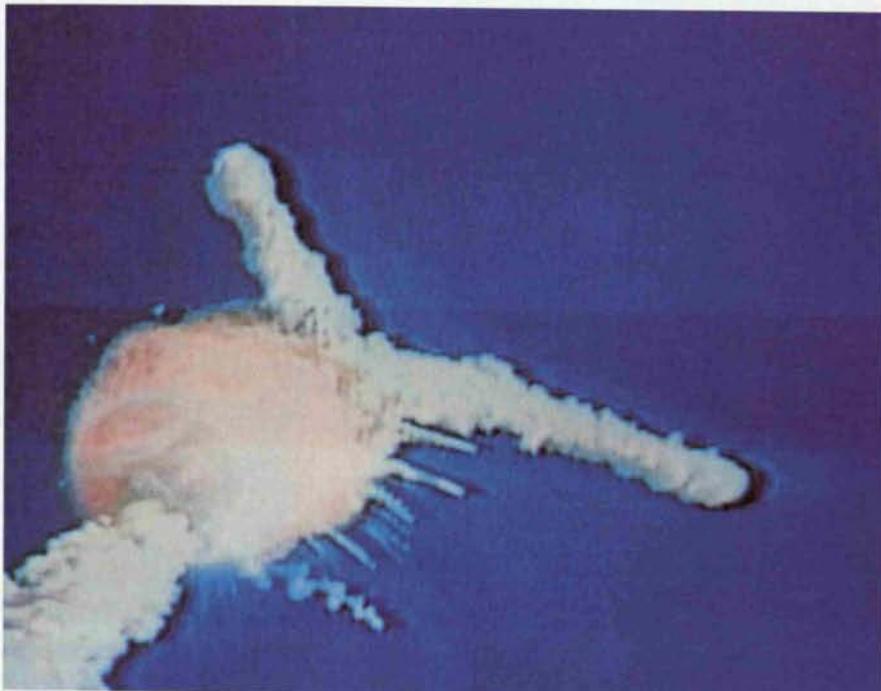
Sweetness, the Punky QB, the Fridge and Super Bowl MVP Richard Dent lead Da Bears to a lopsided 42-10 victory over the New England Patriots in Superbowl XX following a prophetic midseason recording of the *Super Bowl Shuffle*. The '84 Cubs won the National League Central Division, only to have our hopes for their first World Series appearance in almost 40 years disappear through the legs of Leon Durham and off the bat of Steve Garvey. In '89, they never had a chance against the Giants, who went on to face the As and an earthquake. Who could forget the Sox "winnin' ugly" in '83, only to lose ugly to the Orioles in the ALCS? The 1980 Olympics prompted the phrase, "Do you believe in miracles? Yes!" as the U.S. ice hockey team defeated the Soviets and went on to beat Finland and capture the gold. Pete Rose broke Ty Cobb's career hits record with hit number 4,192 in September of '85, only to be banned for life from the game for wagering as a player and manager.

Locally, PGA Tour stops included the 1989 PGA Championship at Kemper Lakes, won by Payne Stewart.

Speaking of sports . . . illustrated at least, who could forget a photogenic blonde named Christie Brinkley? (I love SI in February.)

Golfwise

Locally, PGA Tour stops included the annual Western Open at Butler National—won during the 1980s by Scott Simpson, Ed Fiori, Tom Weiskopf, Mark McCumber, Tom Watson, Scott Verplank, Tom Kite, D.A. Weibring and Jim Benepe—and the 1989 PGA Championship at Kemper Lakes, won by Payne Stewart. Chicagoland course openings included Bon Vivant



On January 28, 1986, space shuttle Challenger explodes; seven die.



In 1987, superpowers sign first missile reduction treaty.

C.C., Royal Fox C.C., Links At Carillon, Vernon Hills G.C., White Eagle G.C., Woodbine G.C., Wynstone C.C., Naperbrook G.C. and Fox Run G.C. MAGCS's very own Mike Bavier, CGCS, of Inverness Golf Club was elected President of the GCSAA at the Anaheim conference in 1981.

Hot topics, or issues frequently reported in *the Bull Sheet* during the '80s, included good times at the MAGCS hospitality suite, regardless of the city. C-15 decline, what is it and how do we control it? Putting green speed (imagine that), fairway conversion to bent, transition to lightweight mowers on fairways, the availability of PC-controlled irrigation systems, Dutch Elm disease, golf shoe damage on greens and sand topdressing selection. Unfortunately, many pieces of equipment advertised new in *the Bull Sheet* of the '80s look very familiar to me, since I still have to use many of them on a daily basis on my own course.

Bull Sheet milestones included the 1983 inception of the Ray Gerber Editorial Award for best superintendent-written article, while a change in cover art from the bull's head to the cup-cutter was instituted in June of '85.

Nationally, GCSAA's Old Tom Morris Award was presented for the first time. The award was conceived to go to an individual who through a lifetime commitment to the game of golf had

helped mold the welfare of the game in a manner and style exemplified by Old Tom Morris. Morris, who died in 1908, was the legendary greenkeeper and golf professional at the Royal and Ancient Golf Club in St. Andrews, Scotland. The inaugural Old Tom Morris Award went to Arnold Palmer in 1983.

Multiple Major winners of the decade were Seve Ballesteros, Ray Floyd, Larry Nelson, Tom Watson, Nick Faldo, Sandy Lyle, Curtis Strange and Jack Nicklaus.

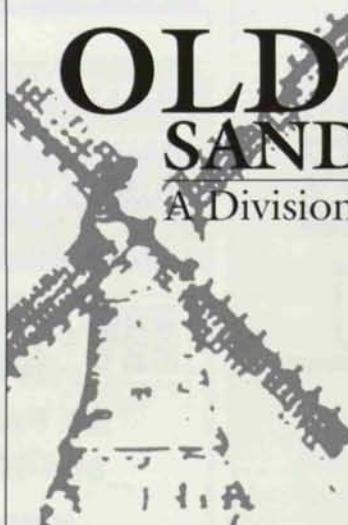
"Watching the World Wake Up From History"

By November of '89, the Berlin Wall was coming down and communism was on its last legs in Europe, which led to the eventual dissolution of the Soviet Union into autonomous republics. This left the U.S. as the world's only true superpower heading into the '90s.



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