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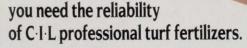
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ABOUT THE COVER

Imperial Golf Club's Second Hole, Naples, Florida. Dan Hall, Superintendent.

Dan Jones, C.G.C.S., Editor Banyan Golf Club

David Bailey, C.G.C.S. Atlantis Country Club Associate Editor

Daniel Zelazek Cover Photography



Florida Green Reporters

South Florida	Brad Kocher
	Mike Bailey
Treasure Coast	Jim Callaghan
Central Florida	Jim Ellison & Gary Morgan
	Ed Snipes
West Coast	Reed LeFebvre
Everglades	Dan Hall

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President's Message

I am enthused!

Having just returned from the G.C.S.A.A. International Turf Conference in Atlanta, I was quite excited to see some of the avenues that our National association is headed toward.

The educational programs presented were by far the most comprehensive ever attempted by the G.C.S.A.A. They offered us such a diversity of subjects, which really begins to demonstrate the variety of areas that the superintendent is invloved with. The show portion of the conference was once again the finest display of turf management equipment and supplies. Our thanks to the suppliers for the continued support of the G.C.S.A.A.

The long range education program was written up in the Showtime Magazine during the conference. This plan addresses some items that have been talked about for a few years, and if this program is completely implemented I am sure that the G.C.S.A.A. will become the leader in the educational services that are provided to membership.

It seems like there is always a little controversy stirred up at our annual conference, and this year was no exception. Although we have few minor problems, one thing that has become very evident to me in the past two years is that our association is moving forward. There was always a lot of conversation about what we receive for our dues money and I honestly believe that these questions have been answered. Our present executive board and G.C.S.A.A. staff are working extremely hard to service our needs.

By attending the G.C.S.A.A. Banquet and hearing Arnold Palmer speak to the group, solidifies the fact that the work of golf superintendents is really very important to the game of golf. The recognition that we never seem to get was displayed very nicely that night by presenting a first class banquet with representatives from all factions of the golf business in attendance.

One final note, I was so very proud to see so many Florida superintendents participating this year.

"THE TREASURE COAST TIDE" RECEIVES HONORABLE MENTION

1983 POA ANNUA GOLF TOURNAMENT OFFERS SEMINAR

"The Treasure Coast Tide", the monthly newsletter of the Treasure Coast Chapter Florida Golf Course Superintendents Association, received Honorable Mention in the 1982 Harry C. Eckhoff Award Contest. Sponsored by the National Golf Foundation, the contest is held annually to honor and promote excellence in regional golf publications.

Jim Callaghan, Editor, received a certificate in recognition of his achievement. He has been editor of the newsletter since its birth three years ago.

Callaghan is a regular contributor to "The Florida Green." Before coming to Florida, he was the associate editor of "The Georgia Turfgrass News". ■

He who knows nothing else knows enough if he knows when to be silent.

Japanese proverb

Failures are divided into two classes — those who thought and never did, and those who did and never thought.

The 1983 Poa Annua Golf Tournament will feature a special seminar. In order to help our continuing efforts, this special seminar has been arranged for Sunday, May 22, 1983 from 9 a.m. to 4 p.m. The seminar speaker will be Mr. James Arch. The subjects he will discuss are: Management, Practical Management, Methods to Increase the Productivity of Golf Course Superintendents and Ways to Cope with Stress to Avoid Distress.

The Poa Annua Golf Tournament will be held on Monday May 23, 1983 at the Naples Beach Club Hotel, 851 Gulf Shore Blvd., Naples, Florida 33490. Telephone (813) 261-2222. Host Superintendent is Stan Norton.

Please sign up with your external V.P. and let Tom Burrows know how many from your area will be attending.

See you at The Beach Club.

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South Florida Sunshine

By BRAD G. KOCHER Inverrary Country Club

EMPLOYEE RETENTION

Our employees are the working strength of the golf course industry. They are the individuals who have the task of physically accomplishing the work assignments. Their efforts give the owners, managers, golfers, golf pros and golf course superintendents the course conditions they desire.

Employees needs and desires are the motivations that usually compel them to remain or to leave a particular job. I believe that most employees would rather remain at their job rather than search out and find another. It is more often than not, corporate policies, improper management practices or poor supervision that cause an employee to leave his job.

In the majority of cases, if people are treated fairly, they will respond with productivity and longevity of employment. This results not only in a happier employee who has a willingness to work, but who will wish to remain working for the same company for a longer period of time. There will be less employee turnover, and ultimately, less employee retraining. It is difficult to estimate the cost of retraining a worker in the golf course maintenance industry. However, because of the vast variety of jobs that a good maintenance employee must perform, the retraining time is great.

The overall cost is even more amplified because the man doing the retraining is generally a higher paid supervisor. The supervisor has to spend a great deal of time with a new worker, and is robbing time from the daily scheduling and monitoring of other employee activities.

The attention paid to all employees is crucial to the overall operation. Surveys have been conducted that show the main area of job-related workers concern is recognition. People want to know that they are appreciated in their work and how they as an individual are performing. Good performance justifies compliments or merit pay increases and possible promotions. In adequate performance certainly justifies acknowledgment that there was poor performance and may possibly reprimand.

Employees need to know where they stand and that their work is appreciated. A group of employees was asked what their needs were in order of importance. "Appreciation of work" was most important in the opinion of the employees taking the survey, with "feeling in on things" rated second. Wages rated fifth!

In the same survey, a group of supervisors rated that they felt to be their employees greatest needs. In the majority of cases, the supervisors chose wages as number one. The actual and perceived statistics were notably different. This should stress an important fact. We all want to be recognized for our efforts.

Inadeqate performance, needs also to be discussed, because we do not wish to suggest that only compliments should be passed out. On the contrary, if we do not criticize as well as compliment, most employees will think that their supervisors are not really paying attention. They may tend to surmise "Well, the boss doesn't care, why should I". Or, they may see a bad employee get away with poor job performance, tardiness, absenteeism or other policy violations without being reprimanded. Then, they may figure if other employees can get away with it then they can as well. A negative work attitude develops and before you realize it, there is a real morale problem and you as a supervisor have lost control and respect of your employees.

Meetings are also a good time to educate your people how their performance affects overall club operation and how it affects a golfer's round. They should be aware of proper cup cutting methods and how this affects the golfers' playing performance. Also, how a golfer will appreciate a neat and tidy golf course. The list can go on and on from proper tee placement to the raking of a sand bunker.

There are many ways to retain good employees. Involvement, awareness, and a genuine concern on the part of management are the keys to motivation and employee retention. It is important to build a foundation and a nucleus of people who are working toward the same goals: A successful and profitable operation being staffed by a work force that feels they have a vested interest in their future.

¹ Supervisors Handbook on Maintaining Non-Union Status - Alfred T. Demaria ■

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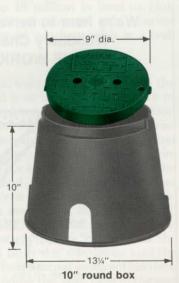
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EMPLOYEE RELATIONS

Definition -

EMPLOYEE - n, a person employed by another for wages or salary. Webster's New World Dictionary 1980 Edition.

RELATIONS - n, Corrected in Webster's, there is no s as relation is plural.

Definition—the connection between persons, nations, companies, etc.

Our normal thoughts of relation involve those of mostly our blood-line relation or those who are brought into our families through birth, adoption, or marriage. Yet for many years throughout early America's business life, a relationship with those with whom we either worked with or for were never considered on a relationship level. By combining the two nouns into a complex descriptive phrase we have, in the post war eras of the past 75 years; probably the most significant relation-ship that any one of us has daily; outside of our individual families. Except for the Industrial Revolution of the 1800's, the American concept of employment relation has contributed more to the might and power of the United States than probably any other significant factor.

The move from the agrarian plebiscite to the urban plebiscite has been attributed to our capacity to produce wanted and needed items as well as their marketing. Our life styles have drastically changed with the larger population of this land now being employees rather than landowner farmers surviving only on the family's ability to produce and market their products. First the textile mills, railroads and steel, the automotive business, then our technological products and lastly our nations return to our agricultural technology as our last primary saleable product has completed the circle within the last 125 years. None of which would have had the impact on the world without the employer — employee relationship so vital to success in any endeavor.

Over the years, breakdowns in this relationship led to the vast problems from which our successful unions came to power and now these same unions have drastically contributed to the reduction of our Gross National Product these past 25 years.

The modern successful business is now fully aware of the high place employees must hold to enable any business to succeed. Example, the employer — employee relationship in the business world of our former enemy, Japan. If any

business, including the golf business, desires to continue growth and pre-eminence in the recreation world, we could do no wrong by investigating the success of any post WW II business in Japan. Successful business is so because of its employees. If we, as golf business managers are to avoid the very significant threat of unionism and its problems we better sell our employers on not only ourselves as managers, but on the importance of those persons whom we manage that provide their wants in the clubhouse and on the golf course.

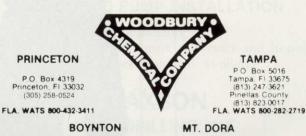
I've been in this golf industry all my 57 years and have worked and been worked under the worst and best of it. As a youngster drawing \$5.50 for a 70 hour week and no fringe benefits, to a manager paying average wages of \$5.50 to \$6.00 per hour plus \$1.17 per hour in fringe benefits. All this in just a little over 50 years. When I started, if

(continued on page 11)

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you missed a day or were late two days in a row, even less than 5 minutes total, you were fired and there were ten men at the gate begging the boss for your job. I like to feel that I have helped to improve employee benefits at clubs I have been privileged to serve. They were among the very first clubs in the south and among the first in the nation to furnish employees such benefits as uniforms, vacations, incentive raises, employee anniversary pins, bonuses, sick leave, promotion from ranks, all forms of insurance, job security, and many other of the so-called fringes.

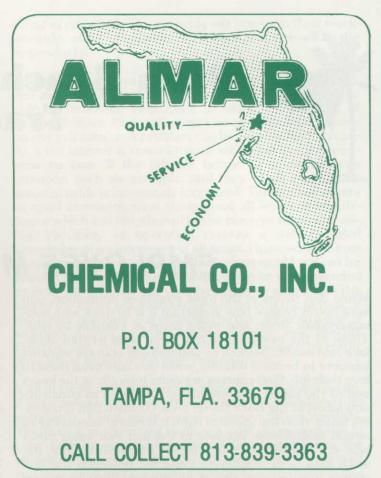
The golf facility not providing these and even some additional benefits that may now be unacceptable are in serious trouble. They are not only issuing a challenge to unionism but an open invitation for these unions to run rampant throughout the entire club from greens to kitchen to valets on the parking lot. Then they will give their employees these benefits or else they will close or fold as no successful club exists that I know of with the membership being both members and employees. We as old golf course managers must sell this to our employers in order to insure the club's need for us as managers.

Some benefits we might consider in the future in addition to those already mentioned are:

Employee golf privileges and later inter-club employee golf matches; other recreational endeavors could be bowling teams and leagues, soft ball teams in inter-club games, such as we now have here in Naples. Credit Unions; low cost rental housing available only to club employees; retirement programs, combined purchasing power of collective clubs for employees in furniture, appliances, and even autos, group vacations, special get togethers like picnics and the like.

Affairs like these will not only help to improve employee relation with management but also employee attitudes. Persons in similar fields like to be with each other and share mutual pride as well as mutual problems. Employee morale has to improve with such one on one contact. Therefore our golf courses will also improve. You may have a budget of over a million dollars, another million in equipment, and maybe 10 to 15 million in land or club appertinances, but without employees and caring employees at that all you could wind up with is a well known pasture.

It's time we consider the total value both now and in the future of our employees and how important they are to our personal success. My first lesson in employee relation was given me by my father on my first job as a Superintendent and I'll quote, "just remember son, when you must fire a person, one of two people has made a mistake, him for taking the position or you for hiring him." Examine the statement in its entirety and think about your last employee dismissal. Was he/she fully AWARE of the severity of the dismissal? More important, as the manager, did you make him/her AWARE of the full penalty of the violation? Therein lies the study of the essence of the quote; the AWARENESS of both the employee and the employer in the attaining of their mutual goals within their realms of responsibility, providing the very best in the end product.







Palm Beach Trade Winds



EMPLOYEE MOTIVATION

When one thinks of the topic employee motivation, you sure better realize how important it is to work with non-materialistic items and make them as valuable as gold. Think of the many songs that have been written about love and wealth. Seldom do you find golf courses allowing laborers to become wealthy, while you sure need them to love their job. Golf courses are quite typically at the lower end of the pay scales, especially compared to construction labor. In the Boca Raton area, construction is traveling faster than the speed of light. It is nearly impossible to obtain skilled help, because of the fact that many other jobs are available at much higher pay scales. True, the work load is of a different capacity; however, the golf course maintenance skill is unique and must be appre-

ciated for its values. Your salaries budget had better be at least competitive enough to lure help, otherwise you'll find yourself singing the blues from a deep hay field. When the sad fact is revealed that monies are not always available, it is at this point you must become a magician. You must lure your help with non-materialistic items that one might not have enjoyed with their previous employment. You must at least have the basics, i.e. company benefits of health care, uniforms, lunch programs and it is even getting to the point where periodical company parties are even assumed. All of these items are the basics which one can find readily available anywhere. Since exhorbitant labor salaries are not available and the club's benefits stop here, this is where you begin! (continued on page 13)

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(continued from page 12)

It is at this point, the non-materialistic items must appear via your imagination. True we all have bills to pay and money is a key element to human survival. Believe it or not, money is not everything; if it were, we would all be bank robbers. The human elements of pride and respect being reinforced with being a part of a family unit with a purpose will produce a happiness that can not be purchased. The ability for a maintenance crew to be unified and perform as a family unit, will undoubtedly produce an excellent golf course where turnover is seldom and the wanting to seek greener pastures will be diminished. I believe the family unit can band together to overcome the problems of which the superintendent does not have the ability to resolve for the crew. How often does one hear a manager say "if I only had a good crew". Just as much as your job responsibilities were not given to you on a gold platter, you also must be innovative to motivate a crew to be a part of the family unit. The phenomena of the family unit must spread from your portion of responsibility downward on the chart via the assistants, foremen, mechanics, and downward to the very bottom of the totem pole. This will achieve success, not only for yourself, but for everyone.

When I began work at Boca Greens four years ago, during early construction, our crew started at a capacity of just one. As responsibilities increased, so did the crew, while a small family unit evolved. Change of personnel occurred; however, the family element remained. Now the project is completed and matured with larger responsibilities extending to a 16 member crew. The family unit has produced a keen sense of responsibility for all crew members, with self recognition for a job well done. There is little turnover as seldom does one find a crew that is satisfactory at all levels of help. This type of occurence for the family unit to develop is rare as compared to the duites of walking into a large complex and starting at the very beginning.

Such is the case at Quail Ridge Country Club, where Tim Hiers resides as superintendent. I always notice within his crew, an element of professionalism, along with pride that produces exceptional results. Tim feels motivation begins at the top, "the superintendent must first of all try, and try very hard. If you do not care, then obviously your employees will not care. In order to command respect, you must be fair with consistent discipline, so they have an understanding of your direction. Give an employee a

sense of responsibility and pride will prevail in their workmanship, while less absenteeism and tardiness will be the by-products."

You not only rely on your crew to create the product, but you must trust them. A sense of being within the family unit will motivate employees to expand their area of responsibilities. Pride will create an expanded awareness on the golf course. A problem can be resolved more readily, if the laborer is conscientious and reports such problems to you. If the laborer brings to a supervisor's attention such an example, and they see it resolved, a sense of pride is immensely increased. Tim is an advocate of good communication throughout all levels of maintenance which is strengthened by the concept of cross training. Flexibility of operation creates a well rounded knowledge of maintenance in all areas. I have noticed how the operator of our collar machine often would not cut far enough into the fairway; however, when he was upgraded to mow with the fairway unit, he bagan to appreciate the fact of the collar machine needing to go into the fairway, if the larger machine was to blend the two areas into one. If sickness occurs or crew members leave, that specific function can still be performed while the new operator typically is proud of his new responsibility.

If all of these concepts are not enough, what does one do, if labor productivity decreases because of boredom from monotony. Once again, good communication prevails. Tim feels it is important to have a total understanding of your crew from all dimensions. One should know the personality of each individual, to harmoniously make all run smooth. If one is something short of a psychiatrist and sociologist, operations would seem to go rather easy. Considering most of us are horticulturists, quite often with little more to offer than the industry next door, we should be proud of our course and especially our crew for it is they, who really make it happen.

Within the past year a professor with a doctorate in horticulture came by to visit me. He made a comment about how impressed he was by the elements of good communication, efficient productivity while everone seemed to enjoy their job. He thought about how he, perhaps, would have liked to have been a golf course superintendent. That struck me so odd, as I myself envied the prestige of a Phd., to think of how I would enjoy being so profoundly knowledgeable as himself, and to be in total control in a type of field such as his.

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GOLF TURF NEWS

BRUCE J. AUGUSTIN
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State Extension Specialists in Turfgrass Production and Management are available to assist county Extension staffs in a variety of programs. A state specialist is utilized to provide information to county Extension staffs relative to all aspects of turgrass management. Additionally, specialists assist county personnel in analyzing and interpreting facts and their meaningfulness to turf situations. They also help plan and participate in turfgrass educational programs throughout the state.

Florida currently has two full time Extension Turfgrass Specialists. Dr.Charles Peacock is located on the University of Florida main campus at Gainesville and Dr. Bruce Augustin is stationed at the IFAS - AREC at Ft. Lauderdale. These specialists devote 70% of their time to extension work and 30% to turf research. They are available to assist county personnel with every phase of turf programs and situations for commercial turfgrass.

Ideally, anyone involved in production and/or maintenance of turf on a commercial basis should work with local Extension agents within a county. However, many counties are without horticultural agents that are knowledgeable about commercial turf, especially golf courses. This is where state specialists can be of assistance. Someone involved with commercial turf when a problem arises, can contact the local county Extension agent, who can then request assistance from Extension Turfgrass Specialists to determine what information should be gathered and for help in analyzing and interpreting results of this information. In certain instances where county agent availability is limited, the specialists may work one-on-one with other people in industry.

State Extension Specialists from other disciplines such as soil science (which includes soil fertility and fertilizers), plant pathology (disease), entomology (insects), nematology (nematodes), and weed science have turf as part of their overall responsibility. These people are also available for consultation by county extension personnel.

Extension literature is available from the local Extension office on most areas of pest control for turf. Plant Protection Pointers outline control recommendations, and are available for plant diseases, nematodes, and insects. These are revised to update pesticide availablity and efficacy on at least a yearly basis. Additionally fact sheets are

published on individual disease and insects for detailed information including identification, life cycles, and susceptibility of hosts. Information is also available on soil fertility and fertilizers, pesticides, sprayer calibration, pumping systems and irrigation systems.

Many services are available from the Florida Cooperative Extension Service. The Extension Soil Testing Laboratory makes chemical analyses on soil and water for growers, homeowners, and the general public. A variety of analyses are available at a nominal cost. The Florida Plant Disease Clinic within the Plant Pathology Department can identify and recommend control measures for common, recognizable disorders of plants. Control recommendations which need to be started immediately are made by a telephone call to county Extension personnel. The Entomology/Nematology Dept. offers an Insect Identification Service by the Extension Entomologist. This allows prompt identification of insects so that management or control recommendations can be made with little delay.

The Florida Nematode Assay Laboratory can determine kinds and numbers of plant nematodes in soil and plant samples. If necessary, they will also provide current control information and suggested procedures. The Herbarium maintains a Plant Identification Service which will provide information on plants including scientific names and authors for cultivated plants, weeds, and native species, their common names, range, date of flowering, and possible human or animal toxicity. The Chemical Information Center maintains latest information concerning pesticides and can provide information on concerns such as toxicity and antidotes.

All of these services and more are available through the Florida Cooperative Extension Service agent in your county. You are encouraged to contact these people when you have a need for or question about these services. The Extension service is here for your use, take advantage of its resources.

¹Assistant Professor — Extension Turfgrass Specialist, Ornamental Horticulture Dept., IFAS, University of Florida, Gainesville, FL. ■

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DO YOU NEED A WATER MANAGEMENT PROGRAM?

By JIM WILLIAMS The Lake Doctors

Let's answer the question in the first paragraph. If you have lakes, canals, ponds, or drainage ditches, you probably do need a water management program. Most waterways in Florida, particularly in golf course situations, will develop aquatic problems. The reasons are many, and include the year-long growing season in many parts of the state, the high nutrient level of the water partly as a result of heavy fertilization schedules, poor water depth and infestation by "exotic" species of exotic aquatic weeds imported from other countries, for instance hyacinth and hydrilla. These aquatic species can grow extremely fast, are hard to control, and will crowd out more beneficial native species. Another problem is that many of us have open systems, i.e. the waterways, at some point, connect to an outside waterway. These connections are, inevitably, a source of infestation into your system from the outside water. New systems, although they may be in good shape, are subject to a variety of problems if not periodically monitored and treated as necessary.

In aquatic weed control, the methods and technology have advanced to the point where a fish kill is no longer likely when chemically controlling the aquatic weeds. In fact, a good program can result in a more balanced and healthy fish population due to less crowding from severe aquatic weeds.

The other problem that golf course superintendents don't have to worry about as much as in the past is irrigation from treated waterways. The label on most aquatic chemicals requires anywhere from zero to 14 days restriction of treated water for irrigation. Typically, after the initial heavy treatments, subsequent marginal or spot treatments require much less water use restrictions.

One of the main questions to be decided by the golf course superintendent after deciding that he needs a water management program is whether to do it himself or to call in a professional company which provides all of the manpower, service, and materials to do the job on a periodic basis. Some of the considerations to consider are: Do I have the proper knowledge of aquatics in order to perform an effective job? Do I have a restricted pesticide license in aquatics from the Department of Agriculture as required by law? Is my equipment adequate to perform the job and do I want to risk using aquatic herbicides in the equipment? Do I need a boat and pump system in order to distribute the chemicals properly. Do I have qualified people who are capable of handling aquatic chemicals effectively and safely? Finally, do I have the time and am I willing to take the risks and headaches associated with maintaining a good aquatic progrm?

The advantages of a self-maintenance program for your waterways are sometimes a considerable savings in cost and being able to better time your aquatic applications to conform to your schedule. Also, of course, the satisfaction of trying a new venture and having it work out.

Should you desire to start a self-maintenance program, the first step is to inspect closely all of your waterways and to identify the problems. The problems may be quite varied, ranging from a fringe of algae to 100% infestation by an underwater of floating aquatic plant. There are several ways to get the plant problem identified. One of the best ways is to talk to technical sales representatives from the various chemical distributors. They may have the knowledge or have people within their organization who can help. Another possibility is contacting the Department of Natural Resources or The Florida Game and Fresh-Water Fish Commission. They may be willing to look at your problem or will tell you where to send samples of weeds for identification. Also, many of the professional water management companies will work with you on a consultant basis to help identify weeds, suggest aquatic herbicides and set up your own programs. After you have identified the weed, the next problem is calculating the extent of the various weed problems. You need to know the average depth (usually 1/2 of the maximum depth), the perimeter footage of the shoreline, and the total acreage of the lake and acreage of the infestation. Thirdly, you need to decide which chemicals will do the job for you most economically as well as most efficiently. Again, the chemical company representatives or the professional companies can help with that.

After gaining the necessary background knowledge and information, outline, for yourself, your intended twelvemonth program. Some lakes will need attention as frequently as once per month or even more frequently. Others can be inspected and treated as little as four times or less per year. To arrive at the estimated total annual cost of your program list each weed which must be treated and the chemical to be used on it. Then multiply the chemical rate times the acres of infestation times the number of treatments per year times the unit cost of the material. This will give a rough estimate of the cost of the materials and amount needed.

Application should be made with all of the appropriate safety equipment, including goggles, masks, rubber gloves, and other protection where indicated. We must take into consideration a safety factor to avoid fish kill. The best way is to, as most labels recommend, treat only

(continued on page 18)



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part of the body of water at once, and, of course, make sure we don't use the water for irrrigation sooner than recommended on the label of the material. Ideal application conditions should dictate your timing. Low wind, no rain, noraml water level, sunshine, and actively growing aquatic weeds are likely to give the best results. Basically, let common sense and prudent action help make some of your decisions.

Should you decide to consider a professional water management program, there are several well-qualified professional aquatic application companies who provide state-wide service and have excellent reputations. Most are willing to provide a free survey, detailed analysis of your waterways, suggest a program, and outline a monthly and annual maintenance cost. The following are a few questions which you should make it a point to find out from the company representative: frequency of treatment; will additional treatments be provided if required at no extra cost; the mode of application, i.e. truck or boat; what specific aquatic weeds are covered (in most cases, it should cover all noxious aquatic weeds); if a permit is required, will the company be responsible for obtaining it and submitting the periodic reports required; do you feel the company will be easy to communicate with and are they willing to notify you in advance of treatments as well as let you know what was treated and what chemicals were used; are their field applicators experienced and responsible; are their current customers satisfied (most are willing to submit a partial list of their current local customers); what is the cost of continuing a program for the second year; do they provide adequate insurance protection; and can the contract be terminated if you are not satisfied with the results.

At this point, mention should be made of "the fish," referring to the weed-eating chinese grass carp (white amur) or its new kin, the hybird grass carp. The stocking of white amur has been halted by the State even though it was effective in combatting aquatic weed growth in some situations. It was determined that wide spread stocking of this fish could have some adverse environmental impacts. Permit applications for the hybird grass carp are being accepted by the Florida Game and Freshwater Commission. If approved (based on a number of considerations), the stocking rate is usually 40 to 80 fish per acre. The cost of the fish varies and a list of suppliers is provided by the Commission. Preliminary results seem to indicate that the hybird is not as good a weed-eater as the white amur. Results of stocking may take two to three years to become apparent. Some weeds, including torpedograss and algae, may not be adequately controlled. Before deciding on this alternative, it would be wise to do a thorough investigation of what results to expect.

In summary, no matter how it is accomplished, a good water management program will not only improve the appearance of the lakes but will also beautify the appearance of the entire golf course. Not only does good water management have benefits of improved beauty, aid in golf ball retrieval, and prevent more severe growth before it develops. Since the warm growing season is on the way, now is the time to consider a program.

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Florida Crowfoots

> By JIM ELLISON The Bay Hill Club



CREW TURNOVER AND EMPLOYEE RELATIONS

A problem that has been around for years and years for golf courses is crew turnover. Just when we get an individual trained to do a vast majority of jobs on the course and we think he or she is happy—they leave.

The reasons for turnover are vast but some reasons are unified. For example: an employee could leave for the simple reason of more money, a personal conflict or health reasons — but whatever the reasons are we need to find motivational tools to keep them at their present job.

Different ideas on what to do could be as follows:

- 1. Higher wage scales
- 2. Better benefits
- 3. Better working conditions
- 4. More motivational ideas
- 5. More personal touch

These are some ideas and some of these are obvious solutions, but what about the others? Higher wage scales, better benefits and better working conditions are self explanatory. More motivational ideas is getting the

employee involved in a self-esteem program or a pride of work attitude. Also I feel you should get them involved in some minor decision-making—use their ideas and suggestions; remember everyone on your staff has a brain and has good ideas; don't let it go to waste—use it. Another motivational idea is an "employee of the month" with the winner receiving possibly a day off with pay as the award. You could use the theory of telling the employee the job he was doing really looks good, praise never hurt anyone.

Your relationship with your employees is your opinion and yours only. The one thing you really need to remember is that they can help you and they can hurt you. Be as firm with them as you need but also don't be afraid to be flexible. Good help is very hard to come by.

In conclusion you must remember that in these times of tight budgets and less money to operate with we need to look at the personalities of our employees and work with them. If you are on the same "Team" then even the tight budget course will come out looking better because the quality in the job attitude will be reflected onto the course.



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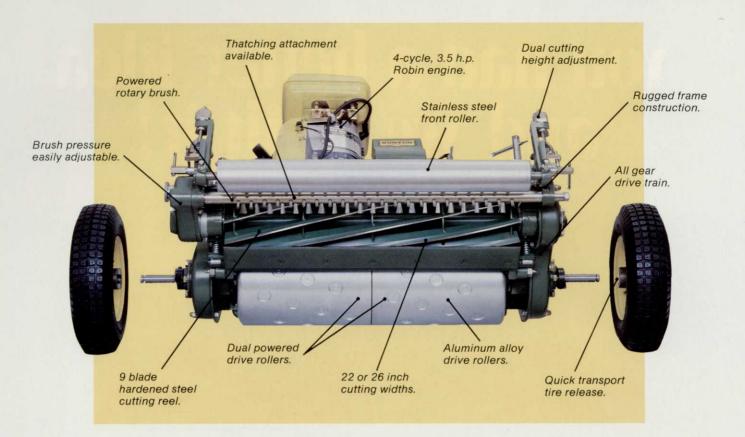
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ON THE NATIONAL SCENE

by: John P. Hayden CGCS Director, GCSAA



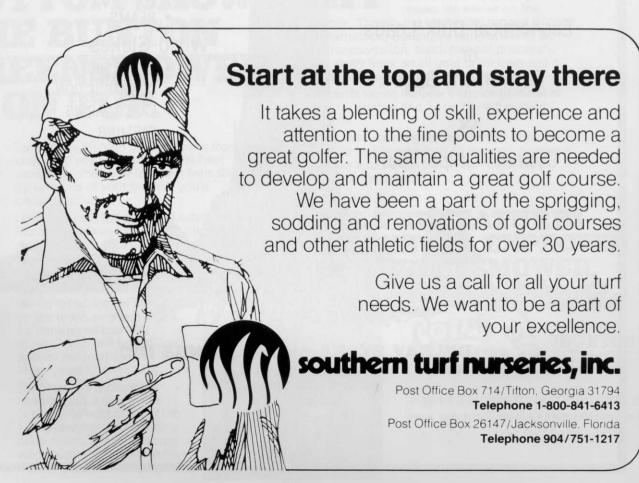
The 54th International Turfgrass Conference and Show in Atlanta this past February is now history. I think all of us who attended from Florida (and there were many) can all agree that the educational program, the seminars and the show were one of the best ever.

The Thursday nite banquet in which GCSAA honored Herb Graffis and presented Arnold Palmer with the "Old Tom Morris Award" was truly an outstanding success. It made all superintendents proud to be members of our national association. Over 30 people were on the dais from most of the allied associations in golf and I think I can truthfully say that many of these persons are looking at the golf course superintendents for the leadership role they can provide to keep the golf industry in the Americas growing in the next two decades. A \$145.00 per year dues structure was voted on in Atlanta and if staff and your Board of Directors can give the golf superintendents

the kind of programs and image that is being demanded I think most will see the need for further increases in the next four years.

As to the relocation issue, it has been decided that the membership will vote on this when all the facts and figures have been assembled as stated in the 1982 State of the Association Message. As I have always said when these items have been put togfether I would make a decision at that time.

The Golf Course Superintendents Association of America is on the verge of many new and exciting ideas for the golf industry. Some ideas and methods are vastly different than those previously used. I believe for the good of the profession we must have the courage and vision to explore all of the new methods to advance our cause in the golf world.



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OF GOLF, CAPITALISM AND SOCIALISM

By ARMEN A. ALCHIAN

A puzzle has been solved. Despite their intense interest in sports, no golf courses exist in the Socialist-Communist bloc. Why is golf solely in capitalist societies? Because it is not merely a sport. It is an activity, a lifestyle, a behavior, a manifestation of the essential human spirit. Golf's ethic, principles, rules and procedures of play are totally capitalistic. They are antithetical to socialism. Golf requires self-reliance, independence, responsibility, integrity and trust. No extenuation is granted misfortune, mistake or incompetence. No second chance. Like life, it is often unfair and unjust, with uninsurable risks. More than any other sport, golf exploits the whole capitalist spirit.

A golfer is his own creator, his own destroyer. He plays his own. it is a contest against Nature, by and yet against, himself. No scapegoat can be found—no socializing of skill or consequences. No opponent on whom one can rely for aid or error. Football, with many partners and many opponents, is more socialistic.

Randomness of fortunes in golf as in life and investment, defies specification, calculation or insurance. Rolling into a divot mark, getting a bad bounce or lie in a bunker is part of the game. The game even has a name for this unfairness—"rub of the green." Like illness or disaster it is to be borne without relief. The unfairness of golf is like that of capitalism. Some risks and hazards are foreseeable. Bunkers, trees, lakes and wind cunningly offer a rewarding or disastrous gamble or test resistance to temptation. A golfer plays his own style and reaps his own rewards— or consequences. Whatever causes misfortune makes no difference. He alone bears the consequences. No socializing of disaster or success.

No second chances. Every stroke counts in golf. In other activities, second and even third chances are given. Two serves in tennis, two free throws to make one in basketball, three strikes in baseball, four downs in football. No later act or good fortune will cancel earlier misfortunes. But later misfortunes will cancel earlier good performance.

Honor and integrity are always at stake. A golfer monitors himself with no possibility for a stroke to be uncounted. Any temptation to dishonesty is thwarted by the impossibility of lying to one's self successfully. You live with what you do, not with what you may say you did. No umpire calls errors; no umpire judges performance. The game is purely objective. A stroke was taken or it wasn't; the ball is out of bounds or it isn't; on the green or it isn't; in the cup or it isn't.

How elegantly one performs is irrelevant. No A's for effort—only for results. Only the number of strokes counts and how you did it. Results—not intentions or procedure—count. How thoroughly capitalistic.

The game is unreliable. Disaster strikes in the midst of

good performance. Confidence is shaken. Was it luck? Deterioration in ability? What change could be made, if any? As in capitalistic society, those persisting questions are answered privately with responsibility for consequences yours alone. The reward for good performance—whether by real skill or good luck—is insecure. If due to increased skill, a new reference base is established, and elusive improvement remains the goal. To do better—always better—is the goal. How powerfully capitalistic and antisocialist.

Antisocialist, but not antisocial. More, it is individualist and civilized. A golfer is courteous to other golfers. He does not distract others from their best play. He does not gain — and more important — does not lose by success, or failure, of others.

Golf is conservative. Rules change slowly; some never. Ancient and honorable customs must enhance survival values if they have withstood the test of time.

The socialist spirit, so pervasive in other areas, has tried to invade golf. Handicaps are proposed to equalize results. But a true golfer shuns handicap play. At best it is to him only an index—a prestige—of ability. Efforts to make competition more equal or "fair" are diseases that would have killed a less capitalistic game. The socialists have also sought to reduce the penalties for misadventure—the two stroke penalty for a ball out of bounds or lost. A two-stroke penalty for a ball lost beacuse of poor eyesight or because of weeds was deemed unfair. But not by the true golfer who understands the reason. The game withstood that attempt and the conventional penalty has been restored.

Match play was introduced to permit partners or opponents to save one from himself. But the true golfer plays for his own score. What his playing companies do is of no interest, either during or after play.

Even in the beginning of golf we have evidence. Who but the self-reliant individualist Scots, the progenitors of Adam Smith, could create a game so congenial to the capitalist society and mentality. And at this end of history, who have become the most recent and avid devotees of golf? The Japanese and nationalist Chinese. Is more evidence required to demonstrate that golf is the spirit of capitalism?

Looking into the dim future, if golf is ever to enter in the rifts of the socialist bloc, surely it will be where the latent, but suppressed, capitalistic spirit is strongest in the valleys of Soviet Armenia. Actually, seven courses exist in Czechoslovakia, holdovers from pre-World War II society with 1,000 members — only 160 per course. Is it surprising the Czechs are the most troublesome people now behind the curtain?

JAMES BLACKLEDGE RECEIVES DISTINGUISHED SERVICE AWARD

The golf career of James Blackledge has span over fifty years. For this long dedicated service to the golf world the Palm Beach Chapter awarded him their distinguished service award.

Known to all as Jimmy he is a graduate of Kansas State University in his native state. His agronomy degree was very rare for the mid 1920's. He then moved to Mountain Lakes Golf Club in Lake Wales where he worked for several years. In 1929 he became the Superintendent of the prestigious Indian Creek Country Club, Miami Beach. He was there until World War II when he became the Army's field agronomist of all airports in the southeast. After the war he became the Jacobsen distributor for southeast Florida and worked for Rainbird Irrigation until his retirement. But his constant interest in the golf business led him to become only semi retired as he became involved with Southern Turf Nursery.

Jimmy has made his leading mark on our industry with his interest in turfgrass research and forming of professional organizations.

In 1946 Jimmy first visited the Everglades Experimental Station branch of the University of Florida at Belle Glade. Dr. Roy Bair was director. Dr. Bair says, "As a direct spinoff of the grass testing program for cattle and Jimmy's encouragement we were able in 1950 to release several new turfgrasses which were improvements on the old seeded bermuda." Once Jimmy had at Indian Creek, 206 grasses planted in observation plots. Several bentgrass varieties lived over two years.

May 6, 1939 he co-signed a letter inviting all interested superintendents in southern Florida to a meeting at his club. The purpose was to form a local superintendent chapter. This was the beginning of the South Florida GCSA, of which he was elected the 1st President. One interesting paragraph from the letter stated his open warm feeling that still prevails today. "We are very anxious to get organized and would like to see as large a group as possible at the May 13, 1939 meeting. All the men whose names are on the enclosed list have been invited. We would appreciate it so very much if you would ask anyone who has been overlooked to come and you if possible bring your assistants." In 1950 Jimmy was a leader in the formation of the Florida Turfgrass Association. He wanted us to "form our own group for political and research purposes." Until FTGA was established, superintendents were a division of the Florist Association. In 1960 he received FTGA's highest honor when he was awarded the "Wreath of Grass". He was the first recipient.

Jimmy Blackledge, the man, has established high personal qualities for all of us to achieve. His honest, sincere professionalism is a hallmark for all young superintendents.

The plaque was presented by James McGlocklin, executive director of GCSAA. The presentation met with a standing ovation.



Jimmy Blackledge receives Palm Beach GCSA Highest Honor.



Dr. Roy Bair pays tribute to Jimmy as the "Leading Superintendent that encouraged research in Florida."

Watching Your Tees & Q's

by Steve Batten and Bud White United States Golf Association—Green Section Southeastern Region



A SHIFT IN SOIL FUNGI POPULATION

Did you ever think of the soil fungi having a balance of good and bad types? So whenever a disease appears, there might have been an off balance of good fungi (soil antagonistic fungi) and the bad species (turfgrass pathogens) which gain the upper hand. Of course this is only theory, but there have been several observations by both turfgrass managers and researchers, which indicate this.

It has already been observed that an antibody known as Trichoderma spp. has been consistently found in soil cultures with Rhizoctonia spp. (Brown Patch). It has been suggested that the Trichoderma helps control Brown Patch. For this reason long range studies by university pathologists have already begun.

There have been other observations which indicate the existence of natural control of turfgrass pathogens. Pythium spp. has long been observed in newly planted sandy sterilized soils and soil mixes. An example would be a new golf course green. As a golf course green ages over a period of several years, soil antagonistic fungi build up which reduces pythium. This will continue until a large amount of organic matter is accumulated and soil water and temperature favor the pythium. At that time pythium will recolonize faster than soil antagonistic fungi.

In Florida, observations have been made of pythium in sandy root zones with very little organic matter less than three years of age. On the other end of the curve, in Iowa's observations by researchers have suggested that a pythium population in a sandy based golf course green was reduced with age (over four years). In essence, there could be a time when natural control is possible by soil antagonistic fungi. One reason pythium makes a good example is that it is a delicate organism that is constantly changing population in the soil. They are co-existing orga-

nisms and will often be expressed after the turfgrass becomes weakened.

Soil antagonistic fungi or antibodies keep turfgrass pathogens in balance by several methods. Some are hyperparasities or in other words are parasites to turfgrass fungi (which are plant parasites). Others produce a toxin which suppresses soil fungi. Again, one can only speculate on how much natural control, soil antagonistic fungi produce.

Another example of a population shift has been observed with Sclerotinia spp. (Dollarspot). It has been suggested that natural mutation can cause the developement of fungicide resistant forms. This would be more noticeable on golf course greens after continual application of the same fungicide.

All good agronomists practice the switching of brands of fungicides during seasonal disease prevention. However, did you ever consider how broad spectrum a broad spectrum fungicide can be. For you old timers, did you ever notice the long term residual control of the arsentical and mercury based compounds. With these fungicides, both soil antagonistic fungi and turgrass pathogens were controlled for long periods of time. With newer less residual contact fungicides, both the antagonistic fungi and the pathogens are controlled, but sometimes the pathogens recolonize faster than the antagonistic fungi.

With the summer disease season approaching, the chemical storage rooms will soon be stocked with bulging bags of fungicides. Decisions on which one to use should cause a lot of heads to be scratched. The final decision on the continual use of a broad spectrum fungicide will have to be critically evaluated.



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West Coast Buccaneers



By REED LeFEBVRE
Pines & Palms Management Corp.

CREW TURNOVER AND PERSONNEL RELATIONS

Crew turnover and personnel relations are synonomous with business. To be successful and to maintain future projected goals your employees have to be content in their jobs. They should be proud of what they accomplish and they should share a vision of the future with their employer.

I have found that the primary pre-requisite is adequate monetary renumeration. No matter how much a person enjoys his or her job, at some point if they are not able to make ends meet, they will be off looking for another job. Adequate pay in our industry varies with the location. A general outside laborer in north Florida for instance may not make as much as someone doing the same job on the east coast. The cost of living does vary in our state. For example the lower paid employee, doing the same work in north Florida will be able to maintain the same standard of living as the worker on the east coast who possibly makes several dollars more an hour. In other words we have no set standard to go by so the available local workforce and the economic conditions of an area determine pay scales.

When you reach the point where your employees feel that they are being adequately paid for the job they perform, then it becomes your duty as a supervisor to have your employees work in harmony, not only with each other, but with you and the supervisory staff, all being funneled toward the goals set by your particular club.

The employee who gets a "job well done" from his boss

and from the club members, is the employee who will probably be with you a long time.

Ideal working conditions are almost impossible to attain because what one person likes, another dislikes. All we can do as managers is try to meet a happy medium and "go with the flow."

I think we all appreciate the employee who, with a minimum of supervision carries out his or her job to the best of their ability and then comes to you and says, "I'm finsihed, what else do you have for me to do?"

One thing we must realize is that each individual has different capabilities and we as managers must be able to co-ordinate these abilities in the most efficient manner. The most valuable employee is the one who workd to the best of his/her ability and one who has an ever growing sense of responsibility. The primary responsibility being that they show up for work on time and be ready and willing to go right to work. The second is the efficient use of their time all during the day.

I prefer to have my employees work with me, not for me. I'm fortunate that I do have several employees who fit into this category. On the other hand, there are those who you just have to give a list of things to do, and then you must check on them periodically to be sure that they're doing what they're supposed to be doing. This takes the fun out of life but that's also what we are being paid for.



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The Bermudagrass Stunt Mite

By DR. JAMES A REINERT Professor of Entomology University of Florida, IFAS Fort Lauderdale, FL 33314

Bermudagrass, Cynodon spp. is widely used for sport turf throughout the southern half of the United States and much of the tropical and subtropical regions of the world. In Florida alone, the 728 golf courses in 1982 maintained approximately 69,200 acres according to current University of Florida estimates.

The bermudagrass stunt mite, Aceria cynodeniensis (Hassan) Kiefer, (Fig. 1) is an important pest of bermudagrass. It is particularly a problem on golf turf in Florida and recreational turf throughout the southern states. This mite is probably native to Australia, where bermudagrass has become a naturalized plant; but now is widespread, occurring in New Zealand, North Africa, and North America (14). The host-specific eriophyrid mite was first found infesting bermudagrass lawns in Phoenix, Arizona in 1959 (22) and soon spread to California, Nevada, New Mexico, Texas, Georgia, Alabama, and Florida (8). It was first reported in Florida in 1962 at Patrick Air Force Base, Cocoa Beach, and Opa Locka (13). Now the Mite has been found throughout Florida.

DESCRIPTION AND DEVELOPMENT

Bermudagrass stunt mites are whitish-cream in color, wormlike in shape (Fig. 1) and 165-210⁴ (about 1/125 inch) in length. A 10-power hand lens is inadequate to see this mite without a vivid imagination. Microscopic examination at 30-50 power is needed.

The eggs are laid under the leaf sheath. After hatching they pass through two larval stages before molting as adults. All life stages are found together under the leaf sheath, and there may be a few to a hundred or more mites with numerous eggs under a single leaf sheath. Butler (8) observed the period required for development from egg hatching to adults to take 5-6 days. The life cycle is probably within the range of 7-10 days, depending upon the temperature.

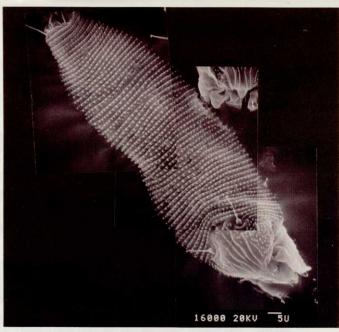


Figure 1. The bermudagrass stunt mite at extremely high magnification with the scanning electron microscope. (Photo courtesy of Dr. H. L. Cromroy, University of Florida, Gainesville.)

DAMAGE

Bermudagrass damaged by this host-specific eriophyrid mite first exhibits a slight yellowing of the tips of the grass blades followed by a shortening of the internodes producing a rosetted and tufted growth or witch's-broom effect (Fig. 2) When an infestation is severe, there is almost no green growth from the grass and the tufts become a mass of large knots which die causing brown, thin areas in the turf (Fig. 3). These dead or heavily damaged areas often become infested with weeds, thus creating other management problems.

CHEMICAL CONTROL

Over 49 intoxicants (insecticides and miticides) have been evaluated in field experiments for control of the the bermudagrass stunt mite. Experiments were conducted in Arizona by Dr. George Butler and associates (3, 5, 7, 9, 11.) from 1961 through 1965 and more recently in Florida from 1971 to the present by Dr. James Reinert and Dr. Harvey Cromroy (17, 18, 19). The chemicals evaluated and their level of effectiveness are given in Table 1. Only nine intoxicants have provided any control in these tests. In recent field experiments (1981-1982) UC-55248 and Vydate® have provided excellent results in Florida (Fig. 4). Vydate may be the only new candidate for EPA labelling, however, since development of UC-55248 has been terminated by the manufacturer. The addition of a wetting agent to the spray tank mix has improved the level of control produced in these field experiments.

Diazinon is the standard recommended treatment for this eriophyid mite (21). A treatment rate of 4 lb. active ingredient per acre (4.8g/ha) with a second application at the same rate applied 7-10 days later is required for control. One golf course in Miami, Florida spent \$25,000 for bermudagrass stunt mite control in 1974 and an additional \$17,000 the following year. Several golf course superin-

(continued on page 36)



Figure 2. Bermudagrass injured by bermudagrass stunt mite. A. (above) Early infestation. B. (below) Early damage showing shortened leaves and reduced internode length. C. (bottom) Late stage damage.





The Florida Green



Figure 4. Test plots on an "Ormond" bermudagrass tee severely infested with bermudagrass stunt mites.

Figure 3. Apron and slopes of a green showing bermudagrass stunt mite injury.





Figure 5. (Left) Greenhouse experiment to evaluate several bermudagrass genotypes for resistance to the bermudagrass stunt mite.

Figure 6. (Below) Bermudagrass stunt mite damage around base of tree. Areas around trees, shrubs and other obstacles on the golf course are often missed when pesticides are used.



(continued from page 34)

tendents in south Floirda estimated a cost of \$6,000 to \$9,000 per 18-hole golf course for chemicals and additional fertilizer (no labor or equipment costs included) to control bermudagrass stunt mite damage in 1981 (1).

Diazinon cannot be depended upon solely, since repeat applications are required, yearly treatment costs are high, pesticide resistant mite populations may develop, and poor control with diazinon is often reported. Alternate means of control must be considered including the use of host resistant cultivars and proper selection of cultural practices.

HOST RESISTANT CULTIVARS

A good alternative to chemical control is to develop varieties of bermudagrass that are resistant to the bermudagrass stunt mite. Cultivars have been evaluated for mite susceptibility under field conditions by Baltensperger (2) and Butler (4, 6, 9) in ARizona, and in the greenhouse by Johnson (15) and Reinert et al. (20) in Florida. Of the 108 genotypes evaluated most were severely damaged, but several appeared to be resistant while others showed some damage. Cultivars and their response to this mite are presented in Table 2. Most of the commonly grown cultivars are susceptible to damage; 'Tifdwarf' and 'Midiron' are the only two cultivars which did not show mite damage in lab and field experiments. FB-119, a mite resistan "common" type bermudagrass selection is being developed for release by the Florida Agriculture Experiment Station. In laboratory and field tests, FB-119 was completely resistant to the bermudagrass stunt mite (Fig. 5). H OST-RESISTANT cultivars should be used whenever possible and practical, not only for this pest, but for other insects, mites, plant pathogens, and nematodes. All major turfgrasses lack certain desirable characteristics, including pest resistance, and breeding for insect resistance is impeded by the lack of research funds, personnel, and adequate methods of screening germplasm. Entomologists, nematologists, plant pathologists, and turfgrass breeders need to join forces in developing new varieties of turfgrass resistant to one or more of the major pest problems.

Damage by the bermudagrass stunt mite can best be prevented by several management practices. First, correct identification of the pest is necessary. Quite often the turf damage is the result of combined infestations of several turf pests. Nematodes and bermudagrass scale are often present in bermudagrass that has been damaged by stunt mites, and they may have contributed significantly to the turf damage. Moreover, when bermudagrass is under stress from either lack of water, nematodes, bermudagrass scale, or other turf pests, it is less able to withstand the mites and, therefore, more vulnerable. Soil with poor water-holding capacity may also be a contributing factor.

When bermudagrass is treated with insecticides to control this mite, the second application 7-10 days later is very important to control the young mites which hatch from eggs present during the first treatment. Thorough treatment of the whole infested area is important. Often turf areas around trees, shrubbery, and other obstructions, around sand traps and bunkers, or along canals and lakes are not treated. These areas that are missed will act as reservoir areas for mites to reinfest the whole golf course. Treatment with hand equipment or a spray hose attachment may be necessary for these areas. Fig. 6 shows an area around the base of a tree on a golf course where the bermudagrass has been severely damaged approximately a year after the 'Ormond' bermudagrass on the course has been treated with diazinon. Damage showed up here first because of the added water stress due to the shallow roots of the tree and the residual population of mites that were left in the untreated oval area around the base of the tree. Canal, stream, and lake banks also harbor residual mite populations but the damage does not show up as well since there is no added water stress in these areas (Fig. 7).

Mites can easily spread from an infested area. Like most eriophyid mites, the bermudagrass stunt mite can be carried by the wind. They are also capable of hitching a ride on other insects present in the bermudagrass. They can probably be moved by armyworms, webworms, and leaf-hoppers, and have been observed attached to more crickets that have recently flown from an infested area (Reinert, unpublished data). They are also easily

(continued on page 37)

dispersed in grass clippings. Mowers cut the rosettes and scatter the infested grass over wide areas of healthy turf. The infested grass springs can also be blown by the wind. Tires on equipment, even golf carts and golf shoes, may serve as a vehicle of spread since the infested grass would drop off from time to time.

Proper fertilization and even high rates of fertilizer applied with ample water can allow the bermudagrass to outgrow bermudagrass stunt mites. Rosettes and other symptoms will be present but no loss of stand will occur because the grass apparently is growing faster than the mites can kill it.

Host resistant cultivars should be used whenever possible to eliminate or at least lessen the potential of injury.

In conclusion, the turf manager can, through good management practices and the use of host resistant cultivars, reduce the potential of injury by the bermudagrass stunt mite. When populations reach damaging levels, they can be controlled with chemcial treatment.

Toxicants evaluated for bermudagrass stunt mite control and their effectiveness(a)

their effectiveness(a).	Response in	
Toxicant (b)	field test (c).	
Length non-Silling fann	Arizona	Florida
Diazinon	+++	+++
UC-55248d		+++
Vydate® (oxamyl)		+++
Temik® (aldicard)		+++
Baygon® (propoxur)	++	
Banol® (carbanolate)	March + imp	
Dursban® (chlorpyrifos)	++	
Nemacur® (phenamiphos)		+
Trithion®		lovge+fer.
Acaraben®		ob and by
Acarol® (bromopropylate)		
Akton®		h: h===
Aspon®		
(propyl thiopyrophate)		45 <u>-11</u> 69
Azodrin® (monocrotophos)		
Brofene®		
Bux® (metalkamate)		
Captan	Direcond	
Carzol® (formetanate)		
Cygon® (dimethoate)		
Dasanit® (fensulfothion)		
DDT	g and edge	
Delnav®		
Dibrome® (naled)	wing and loss	
Dimilin® (diflubenzuron)		
Di-Syston® (disulfoton)		
Dyfonate® (fonofos)		
Dylox®		-Green C
Ethion		
Eradex® (thioquinox)		
Folcid® (captafol)	No view and	
corpusion)		

Toxicant (b)	Response in field test (c).	
Toxicum (0)	Arizona	
GS13005 (methidathion)	Arizona 	Tioriaa
Kelthane® (dicofol)		
Korlan®		
Lindane		
Malathion		
Metasystox-R® Mocap®		eau II [cete <u>l</u>
Morestan® (quinomethionate)		
Omite® (propargite)		
Orthene® (acephate)		
Phostex®		
Phictran® (cyhexatin)		
Sulfur		
Tedion® (tetradifon)	HS-1-1-1-1-1	
Thiodan® (endosulfan)		
Tirpate®		
Torak® (dialifor)		
Vendex® (fenbutatin-oxide)		le come blo
Zectran® (mexacarbate)	de la companya della companya della companya de la companya della	

- a) A summary of published papers by Butler (3, 5, 7, 9); Butler et al. (10, 11, 12); Johnson (15); Reinert (17); and Reinert and Cromroy (18, 19).
- b) Trade name (common name).
- c) (+++) = good control; (++) = control, but not in all tests; (+) = poor control; (-) = no control.
- d) UC-55248, 3-(2-ethylhexanoyloxy) 5, 5-dimethyl-2 (2-methylthenyl)-2-cyclohenen-1-one.
- e) Akton®, 0, 0-diethyl 0-[2-chloro-1-(2, 5-dichlorophenyl) vinyl] phosphorthioate.
- f) Phostex®, mixture of bis (dialkyloxyphosphinothioyl) disulfides (alkyl ratios 75% ethyl, 25% isopropyl).
- g) Tirpate[®], 2, 4-dimethyl-1, 3-dithiolane-2-carboxaldehyde 0-(methylcarbamoxl) oxime.

Response of bermudagrass cultivars to bermudagrass stunt mite (a).

Response (b)
SS
SS
R
SS
R
S
S
U
SS
U
S
U
SS
SS
SS
SS

(continued on page 38)

(continued from page 37) Cultivar	Response (b)
'Tifdwarf'	R
'Tiffine'	SS
'Tifgreen'	SS
'Tiflawn'	SS
'Tifway'	S
'Tifway II'	U
'Tufcote'	SS
'U-3'	S
Uganda	S
'Vamont'	U
Common	SS

a) Summary of published papers by Blatensperger (2), Butler (4, 6, 9), Johnson (15), Juska and Hanson (16), and Reinert et al. (20).

b) R = resistant, S = susceptible and showing some damage, SS = very susceptible with rosetting and severe damage, U = unevaluated, cultivar has not been tested.

c) FB-119, a cultivar soon to be released by the Florida Agriculture Experiment Station.

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EMPLOYEE RELATIONS TOP PRIORITY AT RIVERBEND

During the last decade, one of the most frustrating facets of golf course management has been attempting to lure and retain good personnel for the maintenance operations of the golf course. Tremendous competition with the construction trades and clubs' commitment to low wages has made it difficult to attract labor into our field of endeavor. Recently, the situation has eased somewhat due to the high unemployment and more realistic compensation being offered by more golfing facilities.

Joe Snook has experienced periods of high turnover during his eight year tenure at Riverbend Country Club in Tequesta. In addition to maintaining his George Fazzio designed executive properties, Joe is also responsible for the maintenance of the condominium properties. Since his labor force contains over 15 individuals, Joe has become very keen on employee relations over the years.

Joe has found that one key factor in hiring a new employee is impressing upon him the importance of punctuality. This point is brought up several times during the interview. If a newly hired employee arrives one minute late at Riverbend on the first day, he is immediately sent down the road. Joe has found that an employee who is not punctual will fail in other aspects of his job and by "nipping it in the bud", future problems will be avoided.

After years of hard work, Joe contends that he has a fairly stable crew. He strives to maintain their interest and desire to stay with the club in many ways. Of course, wages play an important part but can only add resolution to the total picture. Enjoyment of work, understanding of the individual, diversification of jobs and compliments have produced a unique give-take situation that has developed into a happy picture for all.

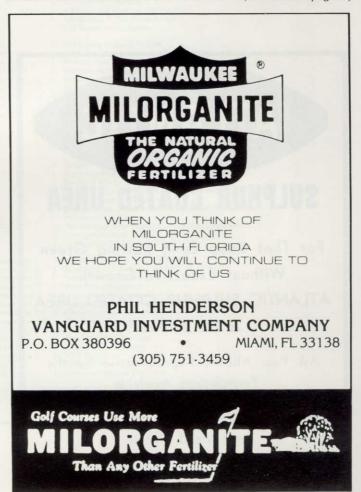
Snook stated, "I have found that diversification of their routine duties is of great importance to my crew. Regardless of seniority, all must take turns at the unpleasant and menial tasks. Weeding, raking and edging of sand traps are shared by all."

The Greens Chairman at Riverbend has become part of Joe's employee relations program especially when a compliment is in order. When they are touring the golf course together and Joe receives a compliment for a particular job, Joe automatically drives his Greens Chairman to the employee or employees responsible. The Greens Chairman is made aware of the fact that this particular employee was responsible for that particular job. It always ends up with a direct compliment to the crew member and a smile on his face. Joe feels that with many of his employees, that is worth more than money.

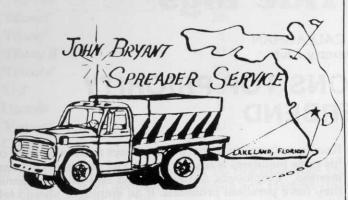
Known as "pop" to many, Joe is always there when one of his crew members is having a personal problem. He commented, "Employees are not robots and as all humans, they have personal problems. If an employee should tell me in confidence of a problem, I make a concerted effort to listen and from time to time inquire to how things are going. By showing my genuine interest and concern, I feel that there is a closer relationship and loyalty that would not exist otherwise." Joe continued. "I am not an advocate of loaning money or socializing with the crew, but if a little of my time or encouragement is needed, it pays big dividends. I feel better inside and the employee is more apt than not to have it show in his performance on the job."

As we all know, one of the greatest assets on the golf course is an alert and aware employee. In striving for this, Joe tries to answer any questions of an employee in detail

(continued on page 40)



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(continued from page 39)

regardless of the significance to him at the time. He says that it most always pays off. "If a superintendent fails to notice such problems as webs on a green, a missing trap rake, or a ball washer empty, he is most appreciative when an employee notices and advises him," he stated. Joe added, "When an employee advisies me of any problem whether it be of priority or not, I make it a point to jot it down in front of him and to thank him for his expertise. In writing it down, he is sure to know that it was important and will continue to keep me informed. If practical at the time, I may ask him to drop what he is doing and takes care of the problem right away. That shows the person how important it is to bring problems to my attention."

Rescheduling working hours has been another way to make the job attractive at Riverbend. The crew works nine hours a day Monday thru Thursday and only four hours on Friday. They then alternate weekends for the work dictated by our profession. This gives the employee a $2\frac{1}{2}$ day weekend every other week and Joe says that they love it.

In closing our interview, Joe commented, "As all golf course superintendents are aware, our finished product on the course is a reflection on us as an individual. However, the results cannot be attained alone. The golf course crew does it as a team effort. And only through our guidance can we obtain the desired result. If we are going to succeed in this profession, we must master the art of human relations."



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Unveiling GCSAA's Education Plan

With the initiation of a Master Long Range Plan for the GCSAA Educational Programs, we embark on a new direction in our educational efforts which will satisfy needs into the 21st Century and beyond. Just as our needs change and continue to change, so also must our educational programs change. To understand the significance of this milestone, it is important to first understand where the educational efforts of GCSAA originated and how far they have evolved.

From its inception, the Association has placed education and the dissemination of information foremost on its list of objectives and priorities. Education has always been one of the founding purposes of GCSAA. Since the initiation of its earliest conventions, GCSAA has offered outstanding educational conferences. However, its education programs were generally informal until 1955.

It was in that year that GCSAA began a defined program to actively promote formal education and research through the establishment, on October 28, of the Golf Course Superintendents Association Scholarship and Research Fund, Incorporated. At that time, few college graduates were involved in the profession of turfgrass management and the scholarship program was established to place emphasis on attracting and drawing college educated individuals into the profession. Until the early 1970's, the National Conference was the main vehicle of continuing education for our members. It was at this time that specialized "Seminars" were begun to carry the majority of this load.

The needs and objectives established by farsighted leadership in 1955 have been successfully and overwhelmingly satisfied. We now enjoy an abundance of well educated college graduates who are increasingly assuming the leadership of the profession. Their presence - along with the experience educated veteran superintendents' - has helped to elevate our standards, capabilities and professional standing to the point where our career field has become a recognized and attractive profession. It is this attractiveness of the profession that has now become a self perpetuating force drawing more and more college trained individuals into our ranks.

This was the original objective of our scholarship program — it has been successfully met.

The time arrived for us to evaluate our programs, determine current and future needs of the industry and profession, and redirect our educational efforts to ensure satisfaction of those needs by an overall program that has an adjusted purpose and direction —

namely, to provide a broader scope of education that meets the specific needs of the various segments of our membership, segments that we have clearly identified through demographic research.

The implementation of this Master Long Range Plan will result in one of the most enormous undertakings in GCSAA's history. The process will be a

LIST OF COURSES OFFERED VIA MASTER PROGRAM

COURSE:	CEUs	TITLE:
Business I	1	Personal Relations in Business and Conflict
Business II	2	Negotiating Methods and Effective Techniques
Business III	2	Personal Finances and Retirement Planning
Business IV	1	Introduction To Business Insurance Management
Business V	1	Executive and Family Insurance Planning
Business VI	2	Finance and Accounting for Non-financial Managers
Dustiless vi	7	I mance and recounting for fron-financial managers
Executive Development I	1	Introduction To The ICTGCM Executive Management Program
Executive Development II	1	Projecting An Executive Image: Salary
Executive Development III	2	Assertiveness Training
Executive Development IV	1	Memory and Listening Skills
Executive Development V	1	Managing Stress
Executive Development VI	1	Career Management — Goals and Objectives
Executive Development VII	1	Executive Compensation
Irrigation I	2	*The Water: Soil: Plant Relation and Other Factors
Irrigation II	2	*Equipment Technology and Operations
	2	Wastewater Technology
Irrigation III	2	wastewater technology
Golf I	1	An Historical Overview
Golf II	1	A History and Function of GCSAA
Golf III	2	Introduction To The Rules of Golf
Golf IV	1	Golf Course Rating System
Golf Management I	2	Golf Course Design Principles
Golf Management II	1	Golf Course Construction and Project Management
Golf Management III	1	Golf Car Fleet Operations
	2	
Golf Management IV		Introduction to Computers in Golf Operations
Golf Management V	1	Modern Marketing Concepts and Practices
Golf Management VI	1	Conducting Effective Meetings
Golf Management VII	1	A Familiarization With Food and Beverage Management
Golf Management VIII	1	Long Range Master Planning
Golf Management IX	2	Golf Course Organizational Structure
Landscape I	2	*Landscape Plant Materials (Herbaceous, Shrubs, Trees)
Landscape II	2	*Landscape Design and Application
Landscape III		*Landscape Maintenance Management
Management I	2	Budget Beinginler and Benetice
Management 1	- C	Budget — Principles and Practice
Management II	1	Communicating Effectively
Management III	2	*Personnel Policies and Procedures
Management IV		*Leadership and Motivation Theories — People Productivity
Management V		*Human Resources Management
Management VI		*Documentation: Communication: Motivation: Management
Management VII	1	Management of Time
Management VIII	1	The Assistant Superintendent — Function & Responsibilities
Management IX	1	Employee Training
Management X	2	Labor Union Relations and The N.L.R.B.
Pest Control Management I	2	*Introduction to Pest Control Principles
Pest Control Management II		*Disease Identification and Control
Pest Control Management II		*Insect Pest Management
Pest Control Management IV		*Weed Pest Management
Pest Control Management V		*Ornamental Pest Management
Pest Control Management V		Integrated Pest Management Technology
Pest Control Management V Pest Control Management V		Chemical Technology Review Pest Control Regulation
1 cor control Management v		, was sammed subguidable
Turfgrass Science I	2	Basic Turfgrass Physiology
Turfgrass Science II	2	Fundamentals of Ecology
Turfgrass Science III		*Plant Nutrition
Turfgrass Science IV	2	*Plant Nutrition and Soils
Turfgrass Science V	2	*Plant Nutrition and Fertilizers
* Indicates courses (semina	rs) cu	rrently offered by GCSAA.

All other listed courses are proposed only

"phased in" approach carefully scheduled and timed.

Program Concept (See Diagram)

In this new education program, there will be a clearly defined curriculum of a balanced mix of courses leading to graduation from a program and the earning of a "Certificate of Professional Education" in any one of several levels. The program will offer a progressive curriculum, in that each succeeding course, level, and division of studies will be built upon the previous, while still providing flexibility for each individual. The program has been created to address the needs of two major groups of our membership and industry. These two major groups are the Experience Educated Manager who may not have had the time or the opportunity to pursue a full time college degree; and the College Educated Manager who is now faced with many needs that college did not provide for.

Division I. This will be the basic program which will provide a well rounded education in general agronomics and turfgrass science as related to the responsibilities of growing turf. This curriculum is constructed to assure that the general turf scope is covered in a manner which will allow the individual to better grasp the more advanced courses. This is the "foundation" curriculum. We are specifically targeting all those turf industry per-

sonnel who have never received a formalized course in the basics. For the first time, this program will also address the needs of our affiliate members in all areas of turfgrass management including those in lawn care and grounds management, as well as commercial sales representatives.

Division II. This division will require completion of Division I as a prerequisite for admittance. The scope of this division will be broader and more technical in nature, greatly amplifying areas introduced in the lower division. In this division, subject matter will be expanded into areas of business management. Two "options" will be offered in Division II: Advanced Turfgrass Management and Golf Course Management. The Advanced Turfgrass Management option is targeted at those golf course superintendents who feel their career plans are specifically in the area of turf; and lawn care industry personnel and commercial representatives. The Golf Management option is targeted at those golf course superintendents and other professionals in the golf industry who feel their career plans require broader management education.

Division III. This division will be known as the Executive Management Program and will require completion of Division II and status as a Certified Golf Course Superintendent as prerequisites for admittance. It is important to note the requirement of CGCS, as

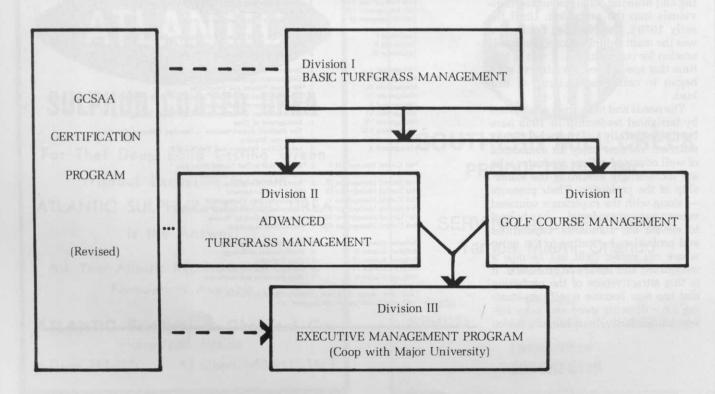
this will greatly increase the credibility of the Certification Program. This curriculum will be conducted through the auspices of a major business school in the country. Contacts have been made with several and we hope to tie in to a major, recognized university. This program will provide those individuals who desire an escape route that will lead them through the existing vertical barrier to job opportunities out of the profession or allow them to apply new approaches to their current jobs. Graduates of this program will become the most sought-after professionals in the industry as well as the next generation of leadership in GCSAA

Certificates of Professional Education (CPE) will be awarded to individuals upon graduation from the prescribed Division I and Division II curricula. A Division I CPE will be viewed by GCSAA, for its future programs, as equivalent to an Associates Degree. Likewise, a Division II CPC will be viewed by GCSAA as equivalent to a Bachelors Degree. Of course, written examinations and passing grades will be mandatory throughout the program in order to assure program quality and accreditation.

Accreditation

In order to provide recognition of the program and acceptance of its graduates, accreditation of the program will be obtained from an accrediting authority such as The Council for Noncol(continued on page 44)

SCHEMATIC OUTLINE OF EDUCATION MASTER PLAN





from p. 17

legiate Continuing Education or a similar body. Continuing Education Units (CEU) will be granted for each course upon the successful completion of the written examination. Accreditation will assure the universal acceptance of these CEU's.

Transfer of Under-Graduate and Post-Graduate College Credits

The program will allow for matriculation of college courses which parallel its own offerings. Official college transcripts will be required to verify the credit units from the individual's college. Up to twenty-five (25) CEU's may be granted for college work and applied to any individual division curriculum but may not be applied against more than one course. This also means that at least nine (9) CEU's must be completed in program residency.

Previous GCSAA Seminars Taken

Previously taken GCSAA Seminars will be counted towards the new programs' graduation requirements.

Restructured Certification Program

The current certification program will be slightly restructured to better fit within the Master Long Range GCSAA Educational Program. These modifications will in no way alter the objectives of certification, but will only serve to strengthen the value of CGCS.

Correlation

The Certification Program will now more intimately correlate with the education program. This will be accomplished through the integration of the two testing programs and a meaningful variety of courses for the CGCS to select from for the purpose of fulfilling the continuing education requirements for re-certification.

Testing Program

The certification examination sections will be designed to directly correlate with the curriculum of the education program offered. In effect, this exam will directly cover the subjects taught in Division I and Division II. Upon completion and successful graduation from Division I or Division II, the individual may elect to immediately take that portion of the certification examination that covers the division being graduated from. This in effect means that after graduation from

Division II, the individual could have completed the CGCS examination and would then only have to meet the other requirements for certification to be automatically granted CGCS status.

Re-Certification

CGCS are eligible to take any course offered without having to enroll in a specific curriculum. However, the value of graduating from these curricula must be pointed out as well as the prerequisite of graduation from Division II as a requirement for admission to the Executive Management Program.

CEU/Point Allocations

The old requirement of "Points" for re-certification will remain in effect with the modification that the old "Point" is equal to the new CEU.

Application/Eligibility

The same basic requirements will remain in effect with the exception of the above and the additional requirement that each application must now be attested to by any two of the following:

- * A Certified Golf Course Superintendent
- * A Club Official or Officer
- * An Approved University Turfgrass Educator

Proven Ability to Grow Grass

The experience requirement of an Internship, and the requirement of two attestors will jointly help to assure a requirement of the quality of CGCS status. This will further be improved as the new testing format comes into effect.

Methods of Delivering the GCSAA Educational Program

In the past, the thrust of the education program was with the seminar format. Although this format, modified into courses and curricula, will remain an integral delivery mode of education, it will no longer be the sole activity. We will now shift to integrated modes of delivery.

Audio/Visual - Home Video Tape

This is an increasingly common entertainment source in today's family home. It is also an excellent mode of delivery for lengthy continuing education sessions such as a technical course offering in our area of continuing education. All of our course offerings would eventually be placed on video tape and sold or rented to members. This also gives our members the opportunity to buy that home video

they've been wanting and write it off their taxes as an educational expense. GCSAA will make arrangements for members to purchase this equipment at wholesale.

Annual Conference

The annual Conference will still carry the bulk of our course offerings. That is, at least until we get them all on video tape. In fact, we intend to even increase the number of courses offered at Conference. This can be done easily be offering these courses at some non-traditional times during the week. This will be detailed under the Conference profile.

Regional Courses (Seminars)

We will still be offering regional courses. These will be detailed and scheduled over a twelve month period so everyone has time to plan their attendance and we have the time to publicize and promote. These too will be video taped.

Tele-Conferencing

Out of the technological explosion of the 1970s, a new and far reaching method of delivering continuing education programs has developed. This method is known as tele-conferencing and is simply the "live", televised broadcast of an educational course over a wide geographical area by way of several sites linked via satelite.

It is surprisingly simple, accessible and inexpensive. Most importantly it is readily available through proven and already existing networks. We can set up an all day tele-conference for live delivery to 10 sites (any major city in the country) to accommodate 50 people at each site for less than \$70 per person! Each site would receive live, oneway video and two-way audio. The audience can speak to the instructor. Such presentations easily would also be recorded (at virtually no additional cost) for future video tape sales or rental.

"The Future"

In the not so distant future, our organization will have the capability to instantly communicate with every member on an individual basis through the use of a computer network that GCSAA will develop.

Of course you'll be hearing more about this exciting new venture in education over the next several months. Keep your eyes on GOLF COURSE MANAGEMENT magazine for future release of more information.



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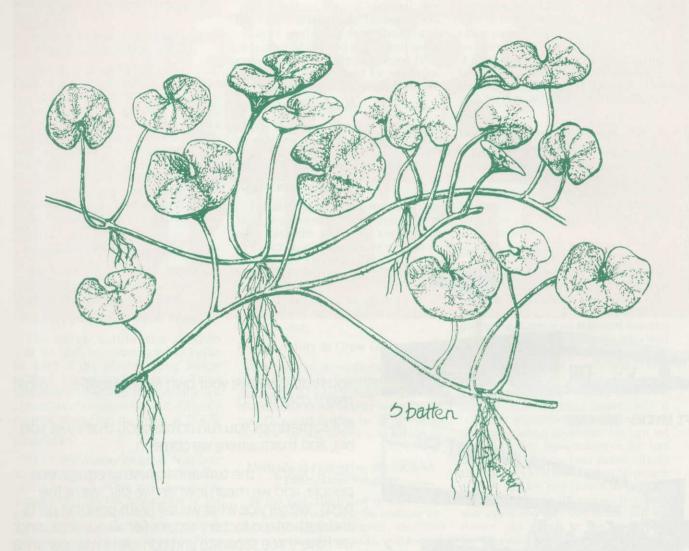
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DICHONDRA (Dichondra repens)

By STEVE BATTEN

Dichondra is a soft leaf, low growing ground cover that occasionally is observed as a weed in South Florida. Often confused with dollarweed, dichondra spreads by underground runners and prefers sandy soils. It produces inconspicuous seed sets found underneath the leaves. Similar to many broadleaf weeds, dichondra can be controlled in bermudagrass with phexozy herbicides. Dichondra, as a weed, is found world wide.

As a ground cover in the Southwestern United States, dichondra has been planted in mixtures with Dutch clover. Fast germination in late spring makes dichondra easy to establish at seeding rates of 1-2 pounds per 1000 feet. As a ground cover the cultural practices for maintaining dichondra include request close mowing. It is ironic that, as a ground cover, the most persistant weed in a dichondra lawn is often bermudagrass.

(illustration from TURF MANAGEMENT FOR GOLF COURSES, Fall 1982, by James Beard, published by Burgess Publishing Co., Minneapolis, Minn., illustrated by Steve Batten) ■

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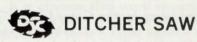






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SCHOLARSHIP & RESEARCH TOURNAMENT AT LONGBOAT KEY CLUB

The Longboat Key Men's Club raised four hundred seventy-six dollars for the FTGA Scholarship & Research Fund. The club sponsored an S&R Tournament on Wednesday, January 19, 1983. Each player was asked to donate one dollar before the round began, which netted \$157.00. On the third hole at Islandside the club featured a closest-to-the-pin and inside the circle contest for \$1.00 per player. Players who hit the ball inside the circle received 6 golf balls and the player closest-to-the-pin at the end of the day received a string trimmer donated by DeBra Enterprises. This contest netted \$119.00. In addition to the tournament the Men's Association had previously agreed to match funds up to \$200.00 which resulted in a grand total of \$476.00 to benefit all persons involved with turf in our state.



Mack Baugh, GCCS (left) receives \$476.00 check from Longboat Key Men's Club President Mr. Charles K. Esler.

SUNCOAST CHAPTER PRESENTS First Annual "Suncoast Scramble"

Not just another benefit golf tournament but an event of the golf industry of Sarasota and Manatee Counties, the "Suncoast Scramble" included 23 teams representing 18 Golf Clubs. Each team consisted of the superintendent, two members of his club and one special (commercial) member of the Suncoast Chapter. In most cases the club representatives were the golf professional and the club manager. Honored guests participating in the tournament were: Ron Garl (Golf Course Architect), Steve Batten (USGA Green Section), Mike Swanson (FTGA President), Bob Sanderson (Sec-Tres FGCSA) and Tom Stine (FLA. Golfweek). Tournament participants truly represented a cross section of the total golf industry.

The tournament was a great success in its very first year. The day's format consisted of a very informative presentation by Ron Garl, a buffet lunch, a putting contest, the scramble event and awards presentation. Special thanks to Palm Aire Country Club for the excellent facilities made available for our use.

First place was taken by the Gator Creek Team consisting of Larry Livingston, John Kindred, Tom Cook and Q.P. Hudson with a score of 59. Following closely with a 60 was the Capri Isles Team of Gary Dennis, Rob McCoy, Lee Kowalsi and Ron Garl. Taking third place was the Mission Valley Team of Greg Oberlander, Rick Hartman, Frank Evans and Steve Batten with a 62.

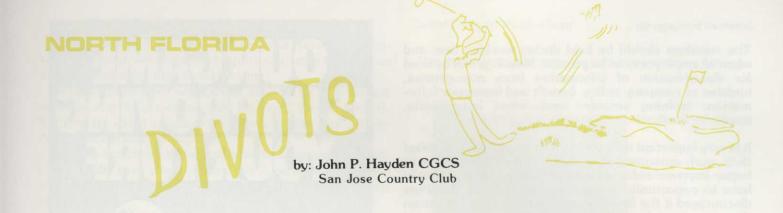
In addition to a very enjoyable and valuable experience had by all participants, a great deal of money was raised for the Scholarship & Research Fund. Representing half of the tournament proceeds, a check for \$750 was given to the Greater Sarasota Junior Golf Association. Greatly responsible for the financial success were area businesses that purchased \$50 sponsorships for the tournament. A special thanks to the following firms:

Air Comfort
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Pelican Ford
Twin City Distributors
Thompson Properties
Lanning Tire
Coast Federal Savings
Mader Electric
Balvanz Land Development

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Foxfire Golf Club
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Glen Oak's Turf
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Acme Distributing Boylan Sales J.A. Enterprises Tropex Batteries Electra-Tronics P & R Distributors House Of Golf Palmetto Pump

Merchandise contributions were also received by Spalding, Wilson, Hogan, and Titleist. ■



PREVENTATIVE PERSONNEL TURNOVER

Preventative maintenance on turf equipment has proven to be enviable in golf course operations. It is ironic that at times more is done for machines than for the men and women that operate them. High personnel turnover is as critical to the total golf course operations as would be poor maintenance of equipment. Where high turnover rates are the norm, constant retraining and orientation of jobs reduces productivity in man hours. This type of situation is directly related to the image of one's course and overall club operations.

Like preventative maintenance, preventative personnel turnover starts with some forethought from the golf course superintendent. Initially, prospective employees should be interviewed closely by the golf course superintendent. List of references and skills should be asked for and researched by the superintendent for their validity. If the superintendent finds the individual is suited for his golf course operation, it is up to the superintendent to utilize preventative personnel turnover.

A golf course superintendent should work to develop the respect of his personnel and their confidence in his abilities. This confidence can be coerced by:

- 1. Delegating responsibility to employees,
- 2. Developing of trust, and
- By asking for employee input into the golf course operation.

Communication with the people you want to remain and work for you is essential. Don't be afraid of communication because there are many different ways one can go about it. Superintendents can communicate through the education of their employees, by explaining and demonstrating equipment or job task to be performed. Explain how the job of a simple cup placement is important from a maintenance view point and in relation to the game of golf itself. Be precise when explaining a job procedure and encourage input from the employee. Education takes time but one man in five years is better than five men in five years. Communication can be achieved through constructive criticism for a job well done or by pointing out a mistake and encouragement for better performance. No one likes constantly getting their "butt chewed out". If one has a capable assistant, use him as a means of communication with your men to find out what area you may want to improve communication.

Nobody cares for a bad employee. A bad employee is someone you do not want to work with, and is someone who tends to drag down others' efforts. It is a supervisor's responsibility to monitor his employees efforts, and there is just cause, a bad employee should be reprimanded and/or discharged.

Supervisors have a great deal of emotional and mental control over their employees' lives. A prominent labor relations attorney expressed his feelings about supervisors and their control over people. He explained that even through an enployee punches a time clock for 8 hours a day in reality, their work day is much longer.

Employees begin their waking hours with work on their mind. In fact, the whole purpose for getting up is to go to work. They work 8 hours, drive home and possibly recap some of the day's activities. Subsequent to arriving home, they may discuss the highlights of the day with their spouse or a friend. If it was a particularly bad day, or the boss criticized them, a discussion could ensue. Many employees lose sleep, have family problems and other related slcial stresses simply because of work related experiences. It is obvious that work encompasses more than 8 hours. It is, for most people, a menial commitment that occupies most of their waking hours.

Golf course superintendents must be people managers. We are not only an arm of upper management, but we are also the voice of our employees. We must know their needs and desires, and our employees must be assured that we are working toward these needs. It sometimes even becomes necessary to act quite firmly in our worker's behalf. If management does not know the importance of our employees' needs, then a good supervisor will bridge that gap between the workers and upper management.

Employee meetings are one of the best methods for information feedback. Planned and announced bi-weekly, or at a minimum monthly meetings, can provide the necessary link between course maintenance workers, the golf course superintendent and upper management.

(continued on page 50)

The meetings should be held during working time and when all employees can be present. Meetings can be used for dissemination of information from management, updates of company policy, benefit and insurance information, training sessions and, most importantly, employee feedback.

It is very important to know how our employees feel about their work environment, management policies, ways to better improve maintenance methods and just generally have an opportunity to express their feelings. Don't get discouraged if the first few meetings are rather quiet on the part of employee feedback. After a few announced meetings, they will begin to plan for and expect meetings. It will then be easier to plan in advance what questions are of utmost concern to them. Feedback sessions give every employee an opportunity to be informed and feel like they are a part of the program.

You may be the boss but don't put yourself in the position of being unapproachable by your personnel. Try to relate in a personal way to your people that you are interested in them more than just time card punchers as a human being.

Support your crew image through positive statements to management and club members when applicable. No one can make a golf course operate by itself. Remind your crew that team effort and depending on each other will bring rewards. Never lower an employee's self esteem because of illiteracy. Educate, don't denunciate.

Preventative personnel turnover utilizes morale and motivational techniques. Activities such as golf after work when the club is closed, softball games with other maintenance crews and field trips to other courses can be used to educate, communicate, and instill progressive thinking in your employees. Attitude adjustment parties consisting of a cookout and some beverages gives an excellent opportunity to unwind at the end of a hectic season, tournament, etc.

One of the best forms of preventative personnel turnover is to supply the right working conditions. Barns are for lower chordate animal vertebrate, not human beings. A maintenance facility that offers crew quarters with proper restrooms, showers, heat and good lighting will help to insure performance in your personnel. As a superintendent has an office, give your personnel something they can call their own and take pride in and pride will show in your golf course.

Preventative personnel turnover employs a round universal rule, "Do unto others as you would have them do unto you." With golf course operations becoming more and more complex and intense, one needs to retain personnel that are familiar with golf course operations. High personnel turnover need not exist, it is up to the superintendent to insure against it.

Editors Note: We congratulate Eddie on his new position as Superintendent of Selva Marina C.C. and welcome John Freeburne, Assistant Superintendent, Timuquana C.C. as a new reporter for North Florida.





Study Finds Anger Linked to Mortality

People quick to anger may be quicker to die, says a Duke University scientist who believes hostility can harm the heart as much as smoking or high blood pressure.

Several studies now "suggest that an awful lot of premature mortality may be associated with hostility," Dr. Redford B. Williams Jr. said at a seminar for science writers sponsored by the American Heart Association.

Hostility and anger, he said, may be the dangerous key component of the heart attack-prone Type A personality – people who also are characterized as being highly ambitious and impatient.

Type A personalities are about twice as likely to die of heart disease as Type B people, who are more relaxed and willing to take life as it comes, he said.

In fact, Williams said, "Type A is now generally regarded as a (heart disease) risk factor of about the same magnitude as the traditional ones of cholesterol, hypertension (high blood pressure) and cigarette smoking."

Because half of the American population is considered Type A, Williams said, that's far too many people to subject to preventive medical or psychological care.

To narrow that group, he said, "we have to find out what it is in the Type A person that is really responsibile for the increased risk. That's what we're trying to do."

He said more information is needed to explain how hostility affects heart disease and how that might be prevented.

The research involved a measure of hostility included in a widely used personality profile, the Minnesota Multiphasic Personality Inventory.

A Duke-University of North Carolina study of 255 physicians who took the test as medical student 25 years ago found a death rate of 3 percent among those with hostility scores in the lower 50 percent, Williams said.

"By contrast, those who scored higher had almost a 15 percent mortality rate over 25 years . . . from all causes," he said. The incidence of heart disease was five times higher among the hostile group.

A seven-year study of patients at Duke University Medical Center found those with high hostility scores had more severe coronary artery disease than low scorers, Williams said.

These relationships, he said, are independent of other risk factors.

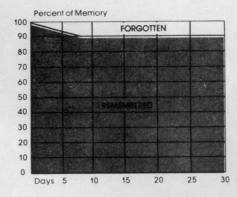
Williams said it's difficult to define just what the hostility scale is measuring. He said his own definition includes such things as a basic distrust of other people, angry reactions to minor irritants and a tendency to release anger in some display of emotion.

He said a variety of evidence shows "people with different psychological characteristics die at different rates. And (perhaps explaining why that happens), different people will show different physiological and hormonal responses to stress."

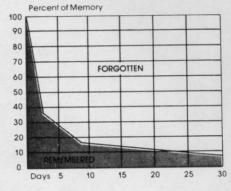
Reprinted from 'tee To Green.'
Our thanks to
former Florida President Pat Lucas.

Something to think about

The importance of repetition in the memory process



A message read or heard several times a day for eight days is virtually memorized, at the end of 30 days the memory retains 90% of the message.



A message read or heard only once is 66% forgotten within 24 hours and is practically out of mind in 30 days

Notice

The following definition of an "employee" may be helpful when you are considering hiring your summer help.

Section 2. Subd. 4 of the Workers' Compensation Law defines the term "employee." The definition reads, in part, the term "employee should not include minors, fourteen years of age or over, engaged in casual employment consisting of yard work and household chores in and about one family owner-occupied residence or the premises of a non-profit, non-commercial organization, not involving the use of power-driven machinery."

Therefore, it is clear that a minor, fourteen years of age or older, who does work in or around a one family owner-occupied, residence which involves the use of power-driven machinery, such as lawn mowers, are to be considered to be employees under the definition of the Workers' Compensation law.

We now consider the next step. The employer of the minor who is operating a power-driven lawn mower must obtain workers' compensation coverage for him.

No minor, under the age of 18 years should be employed unless the minor obtains a certificate of employment which will spell out exactly what type of work the minor can do. If the minor does work which violates the Labor Law and/or the rules of the bureau of labor standards, and, if the minor is injured in a compensable accident, this would constitute illegal employment, subjecting the employer to "double indemnity" under the provisions of Section 14-a of the Workers' Compensation Law.

Credit: Our Collaborator





Fred V. Grau

Guest Editorial

By FRED V. GRAU
President
Musser International Turfgrass Foundation

Golf course superintendents have the rare opportunity to be the No. 1 fund raisers in the nation for turf research. The plan is simple and uncomplicated. It conflicts with no other fund-raising plan.

Among the millions of golfers, there are those who rarely get the chance to play on a fine course. Many would be glad to pay a fee for the opportunity. Many private clubs are closed on Mondays.

A request from the superintendent, backed by the pro, made to the Board of Directors through channels, would result in many clubs opening the course for one afternoon (or a day) to non-member golfers for a fee. It would not be a tournament. There would be no frills, no food—just golf. Arrangements and publicity (invitations) would be wholly in the capable hands of the superintendent and the pro. They would set the fee and collect the money.

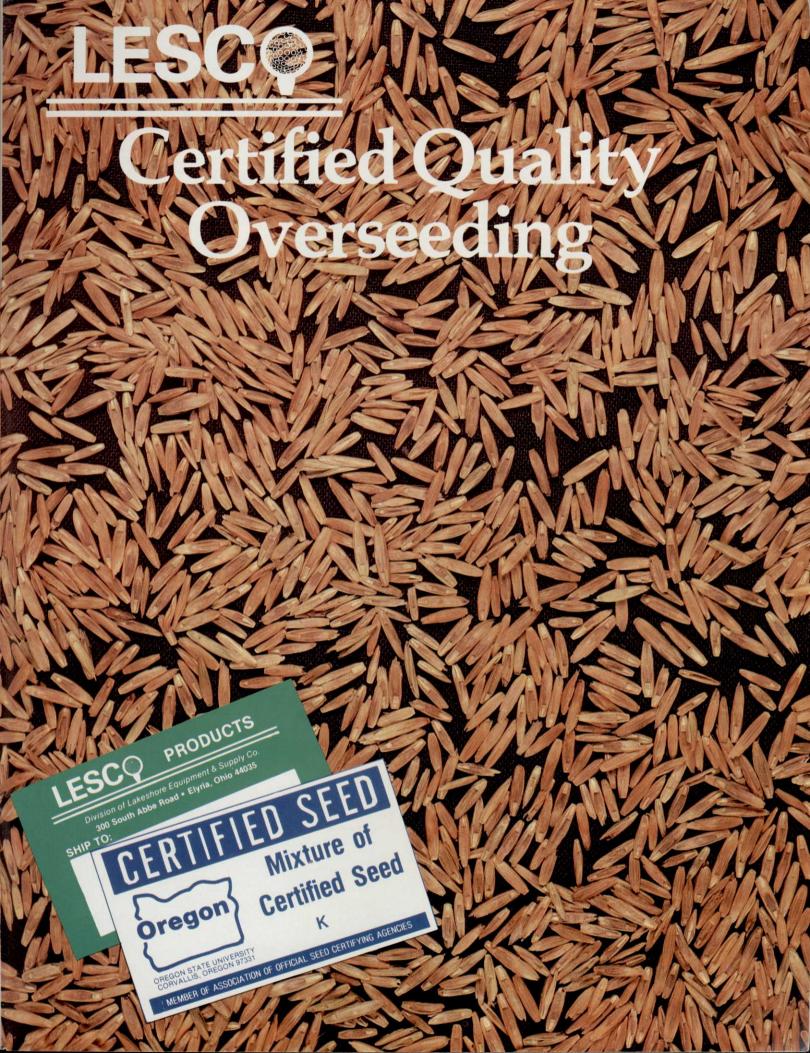
No cost to the club would be incurred. The superintendent and the pro would be doing their regular jobs. It could be an opportunity for concerned club members to play with paying guest. All should be informed that the urgent reason in back of fund raising is that research funds at experiment stations are drying up. Budgets have been slashed severely. Turf research is at the crossroads.

The benefits of the research projects funded by this plan are many. Here are a few:

- The club can expect Better Turf at a lower cost.
- · Members can look for Better Lawns around their homes.
- Members' children can expect fewer sports-related injuries by virtue of Better Turf on the playing fields.
- · Biological control of pests will be investigated.

The money would go at once to our treasurer to be invested in high-yield safe securities for maximum sustained income which will be used to encourage and support graduate students doing turf research under competent supervision. Graduate students are security for the future of turf. The Musser Foundation is dedicated to this concept.

Please present this plan to your group and ask for volunteers who would enjoy being foremost fund raisers for turf research. Call or write me for answers to questions which may arise. This plan has the backing of the Musser Foundation Boards of Directors and Advisors which met in Atlanta on February 24. The Research Committee is considering new projects which involve graduate students at universities.



CBS unbeatable bl

What happens in Oregon enhances the turfgrass in LESCO is proud to bring you the results of years

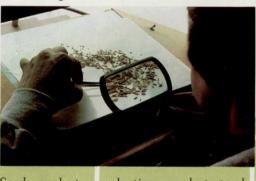




LESCO'S CBS Blend is backed by 29 years of seed knowledge and research of Bill Rose (left) and Dr. Bill Meyer (right) of Turf Seed.



Two Turf-Seed contract seed growers roguing a Citation perennial ryegrass field for undesirable plants by spot spraying with Roundup.



Seed analyst conducting seed tests by carefully inspecting each seed with the help of magnification. Meeting seed test standards is an important step in the certification process.



Oregon officials placing certification seals and tags on CBS Brand Overseeding Mixture bags, which completes the certification process.



Ouality Overseeding blends give users the benefits of a wide, diverse gene base for more consistent quality turf with a dark color, heat tolerance and excellent mowing qualities vital for overseeding. The certified blends are your assurance of purity and quality. LESCO Product salesmen bring you turf products like their certified quality overseeding blends because they know your concerns are quality and value.

PRODUCTS

Division of Lakeshore Equipment & Supply Co. 300 South Abbe Road, Elyria, Ohio 44036 (216) 323-7544

(800) 321-5325 Nationwide

(800) 362-7413 In Ohio







Certified Overseeding Blends

Recommendations For Overseeding Bermudagrass

FORMULAS	USE AREA	MINIMUM SEEDING RATES
LESCO CBS Perennial Ryegrass Blend	Putting Greens	24 - 40 lbs/1000 sq. ft.
(Citation, Birdie, Omega (Syn B))	Tees & Collars	20 - 25 lbs/1000 sq. ft.
LESCO CBS + Oregreen ²	Putting Greens	25 - 40 lbs/1000 sq. ft.
(60% CBS, 40% Oregreen)	Tees & Collars	20 - 25 lbs/1000 sq. ft.
LESCO CBS + Pennfine Perennial Ryegrass Blend	Putting Greens	25 - 40 lbs/1000 sq. ft.
(60% CBS, 40% Pennfine)	Tees & Collars	20 - 25 lbs/1000 sq. ft.
LESCO CBS + Shadow ¹ Mixture	Putting Greens in northern	
(70% CBS, 30% Shadow Chewings Fescue)	Bermuda regions	25 - 30 lbs/1000 sq. ft.
	Tees & Collars	20 - 25 lbs/1000 sq. ft.
LESCO CBS + Sabre	Putting Greens in northern	
(85% CBS, 15% Sabre [poa trivialis])	Bermuda regions	20 - 25 lbs/1000 sq. ft.
	Tees & Collars	10 - 15 lbs/1000 sq. ft.
LESCO Oregreen Intermediate Ryegrass	Tees & Collars	20 - 25 lbs/1000 sq. ft.
	Fairways	250 - 300 lbs/acre

Fungicide seed treatment is available on all of the above certified ryegrass mixtures.

The genetic integrity of all the above products is double checked. The consumer is assured that the quality of the seed is the same as that desired by the breeder when he developed the variety because seed components are grown under the Oregon State University Certification Program. The mixtures are also checked and certified as **BLUE TAG** mixtures under the Oregon State University Certification Program when mixtures are shipped. These blends and mixtures are designed to produce top quality over seeded turf with improved disease resistance and wearability.

- ¹ Shadow Chewings fescue is a new, moderately dark green variety with improved disease resistance, heat and shade tolerance. Shadow has very good resistance to powdery mildew.
- ² Oregreen Intermediate Ryegrass is a new variety derived from a cross between Manhattan perennial ryegrass and a low growing annual ryegrass. It has a turf-type growth habit and better disease resistance and cold tolerance than common annual ryegrass. All Lesco Oregreen is certified quality seed.

Call LAKESHORE EQUIPMENT & SUPPLY CO. and ask for BARB.

She'll take your order or have one of our LESCO Salesmen call on you to tell you about the family of LESCO Overseeding Blends.

(800) 321-5325 Nationwide (800) 362-7413 In Ohio



PRODUCTS

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A Family of Fine Products

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