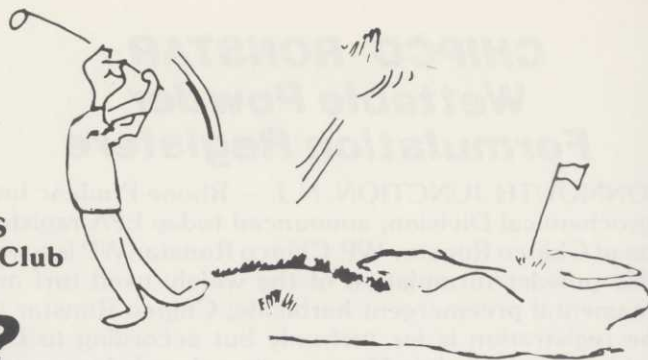


NORTH FLORIDA

DIVOTS

By **EDDIE SNIPES**
Selva Marina Country Club



Is This All There Is?

Four dollars an hour, six thirty till three, same seat, same piece of equipment, hot in summer, cold in winter; is this all there is? Nothing can be more detrimental to a working attitude than the feeling of one being locked in with nothing else to look forward to in ones work.

This type of attitude can be found on every golf course even if the money is good and the conditions are excellent. A trend in the North Florida area has created new attitudes and renewed job interest among golf course personnel.

More and more service managers or course mechanics are becoming assistant superintendents with ambitions of learning more about the golf industry and eventually becoming superintendents. With this trend, superintendents are able to promote personnel "in-house" and create a vehicle for upward mobility within a club or organization that before was stagnant. After the service manager is promoted to assistant, the assistant then trains a fellow member of the crew during a transition period to fill his job. This sets about a logical progression for those qualified or willing to be trained and allows

them to acquire new responsibilities and direction in their work.

This type of in-house promotion saves time and money by having personnel already familiar with the golf course and instituted programs. Training and transition time are shorter and smoother with personnel already familiar with replacements.

By structuring ones labor force and giving an upward direction for personnel to pursue, a healthier and more challenging working environment is created. If a situation arises where positions do not readily become available in-house, a crew member being multi-talented may seek employment at a club or course having better salaries or benefits; there again creating opportunity for others to advance.

Many superintendents in the North Florida area have tried and are trying this type of labor force structuring with a great deal of success. It has been exciting for the superintendent and the personnel they work with in bringing a more positive attitude to their jobs. ■

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