

# THE WORKPLACE

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Please let me start this article by thanking my wife Maureen for her help in writing my articles. Without her editing help these articles would not be.

When a job ceases to be a challenge it ceases to be work. A worker in his workplace has to have the challenge which he can meet and conquer. Once he has met that challenge you, as his supervisor, have to let the worker know that the job was well done. As the personnel manager the superintendent should hold a staff meeting with all the grounds personnel at least once a month to let his crew know what their job performance means to the operation of the course, grounds and over-all golf course project. He also needs to let each individual know that their job performance reflects on everyone connected with the golf course. In a full staff meeting you have to bring out the efforts put forth not only by the entire crew but make sure to point out the individual efforts that each crew member has contributed to the team. There is no better way to be fulfilled in your workplace than to be recognized by all your fellow workers. By letting the crew know that the course is in good condition because of everyone's effort, the individual will know that he is meeting his challenge.

Don't forget that each worker is an important part

of the work team. When you are out on the course checking the greens or fairways just flag your operator down and stop and talk for a few minutes. Let the operator know that he is doing a good job. Tell him that his operation of the equipment has been done properly and that you observed him looking back at the area that he just mowed to make sure it was done right before moving on to the next area. Don't forget to tell the operators that the job performance they give to the course is appreciated and needed. There is no place a person would want to be at less than a place where you are not appreciated or needed.

To keep an employee interested and involved in his work place you, as his immediate supervisor, must provide a work place that is challenging and rewarding toward his work advancement. Make sure that all employees have the chance to advance themselves in their work area. If you have an employee that does a good job that he was hired to do and shows an interest in other areas, let him take on the challenge. By letting the employee have this chance to show what he can do will give him another challenge at his work place. The worker will respect you for believing that he can perform above the area which he was first hired for. Not only will you have a happy employee but a good person that can move into a job opening when it becomes available.

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A continuous training program is invaluable toward employee development and job security for your personnel. When personnel are continuously trained on new equipment operations, they will not only feel comfortable with the operation and safety, but this training will make their job easier. Don't forget to keep your staff informed of changes in safety rules and regulations concerning equipment, chemicals, clothing, wages, taxes, etc. During a staff meeting, bringing these things up will show your staff that you are genuinely interested in their well being.

Offering training and education other than at the work place will show your employee that you are concerned with their development. When providing education and training for employees they will know that you are interested in their development as a well-trained long term employee.

Staff meetings are an excellent way of keeping the communication line open between management and the staff. Remember that some people are shy and don't like to talk in groups of people. At the end of our staff meetings I always let my personnel know that my door is always open. If there is anyone on my staff that has any problems I let them know that they can come and talk to me any time.

As the grounds manager and supervisor you have the

well being of your crew to think about. You not only provide these people with a wage that will meet their needs of living but also a challenge to succeed at their vocation. When talking to an individual employee in your office you have a much more relaxed atmosphere. You can and must let the employee know at this time how much he is needed as an individual and what his participation in the entire golf operation means. You have to let the employee know that you depend on and need his individual efforts. While talking one to one let the employee know that you as a person are interested in him or her as a person and not just an employee or a number. This is the best time to let the person know how much you appreciate the job that they are doing. Now point out the good points of their work performance and bring out their weak points also.

There are people who work for money and there are those that work for satisfaction in the job place. Remember that money is a great motivator and satisfaction is achieved through motivation. As an employer when you have a satisfied crew you will be able to supply the motivation on the upswing. A well informed trained employee paid a fair wage will give you all the support you need to keep a strong working crew.

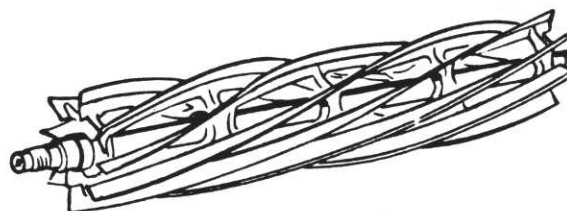
I now thank my crew at Willow Lakes for their efforts and an excellent job well done. ■

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