

Human Resources

Maybe it's time you looked at your policies... after all, golf course employees are people, too

To paraphrase an oft-used quotation from Walt Disney, "You can build the finest golf course in the world with all the latest features and equipment, but it still takes *people* to make it work and come alive for our guests."

People, those imperfect biological units, bring their hopes, dreams, ingenuity, strengths, morals, ethics, humor, and problems to the workplace



The old ways can bomb in today's workplace

doorstep every day. As the person in charge, it is your responsibility to coach your employees by maximizing their strengths, minimizing their weaknesses, and in some cases even changing their behavior patterns.

From father confessor, educator, counselor and mentor to drill sergeant, judge and jury, you will wear many hats as you manage the human resources at your command. The following contributions by your fellow superintendents share some of the policies, procedures and wisdom they employ in dealing with that most challenging resource - the human being.

Some thoughts on attitude & evaluation from the Big Bend

"The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts, it is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company... a church... a home.

"The remarkable thing is we have a choice every day. We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing

we can do is play on the one string we have, and that is our attitude.... I am convinced that life is 10 percent what happens to me and 90 percent how I react to it. And so it is with you...we are in charge of our attitudes." -Anonymous

"There are only two stimulants to one's best efforts — the fear of punishment, and the hope of reward. When neither is present, one can hardly hope that people will want to do a good job. When disappointment is not expressed that one hasn't done a better job, or when credit is withheld when one has done a good job, there is absolutely no incentive to put forth the best effort." -John Wilson

I found a good illustration in a *Calvin and Hobbes* comic strip of the kind of thinking that some members of my crew have when they receive their annual per-

formance evaluations when areas are marked "Meets expectations". The ratings are:

- 1 - Unacceptable
- 2 - Below expectations
- 3 - Meets expectations
- 4 - Exceeds expectations
- 5 - Outstanding

The comic strip went like this:

1st panel: Miss Wormwood, I protest this "C" grade! That's saying I only did an average job!

2nd panel: I got 75% of the answers correct, and in today's society, doing something 75% right is outstanding! If government and industry were 75% competent we'd be ecstatic!

3rd panel: I won't stand for this artificial standard of performance! I demand an "A" for this kind of work!