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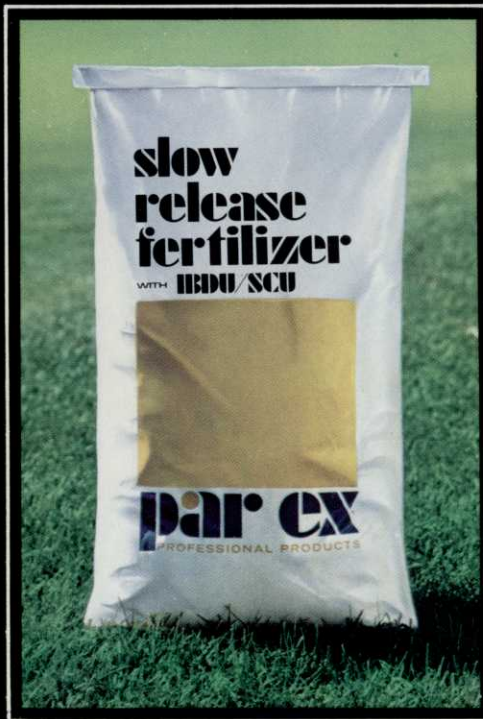
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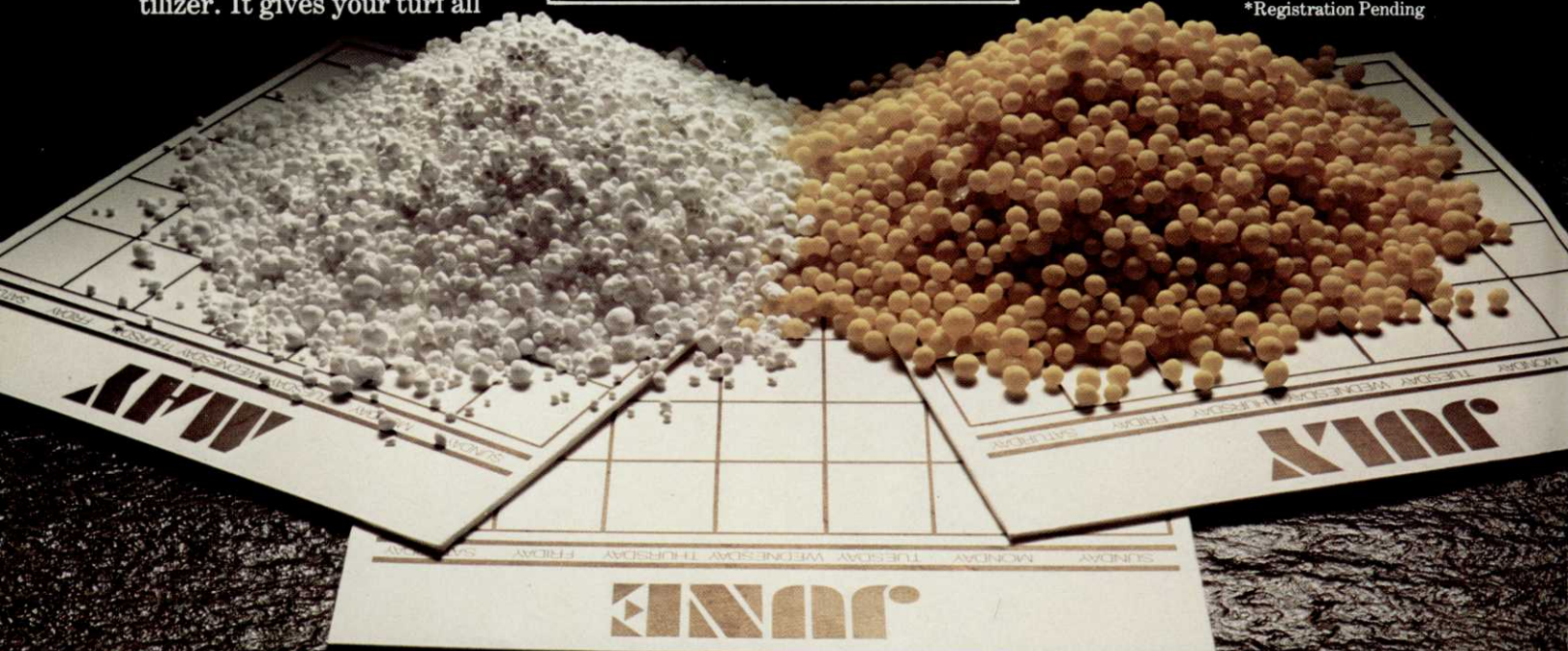
the benefits of IBDU, the highest performance slow release nitrogen available, with the proven benefits of a high quality prilled Sulfur Coated Urea. Plus, there's water soluble Ammonium Sulfate to get your turf off to a fast, green start. IBDU/SCU fertilizers are available in a variety of complete mixes, custom formulated to regional turf requirements.

See your local distributor or PAR EX representative about the new IBDU/SCU fertilizer mixes. They just might be the perfect partner for your fertilizer budget.

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PROFESSIONAL PRODUCTS

Howard Kaerwer, Director of Turf Research at Northrup King's Research Center, stands in a laboratory. He is wearing a dark jacket over a light-colored turtleneck and glasses. Behind him is a large window or open door looking out onto a vast field of young grass plants arranged in neat rows. To his left is a laboratory bench with various glass bottles and equipment. A white lab coat is draped over a stool in front of him.

“Welcome to the South’s next great winter golf green.”

—Howard Kaerwer, Director of Turf Research at Northrup King’s Research Center

From one of these unlikely looking clumps of ryegrass will come the next improvement in Northrup King Medalist Brand® Overseeding Mixtures. The South’s most successful blends for over a decade. Howard Kaerwer and the Northrup King research team have devoted thirty years to developing new grasses and perfecting blends. The results are products such as Medalist 7 Brand, the rugged, dependable ryegrass blend that lets *you* control transition. And new grasses like Delray, with lower nitrogen requirements and better tillering than any other ryegrass on the market.

When Howard isn’t in the lab he’s on the links talking to superintendents, conducting field experiments and collecting new grass samples to bring back for testing.

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The Official Bulletin of the Florida Golf Course Superintendents Association

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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 involved 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.

Kevin Downing

"THE TREASURE COAST TIDE" RECEIVES HONORABLE MENTION

"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.*

1983 POA ANNUA GOLF TOURNAMENT OFFERS SEMINAR

The 1983 Poa Annuu 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 Annuu 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!¹

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.

Inadequate 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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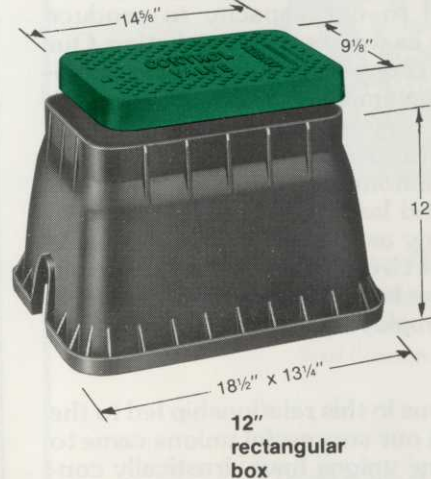
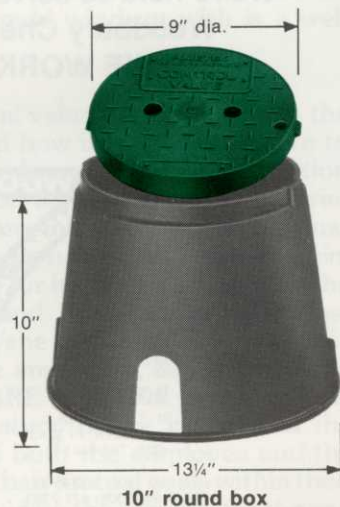
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The Gator Grows



By DAN L. HALL JR.
Imperial Golf Club

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 land-owner 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.

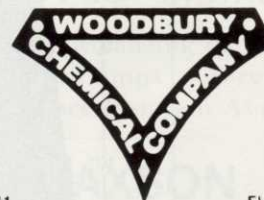
I've been in this golf industry all my 57 years and have worked and been worked under the worst and best of it. As a youngster drawing \$5.50 for a 70 hour week and no fringe benefits, to a manager paying average wages of \$5.50 to \$6.00 per hour plus \$1.17 per hour in fringe benefits. All this in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

(continued on page 11)

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