

(continued from page 10)

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.

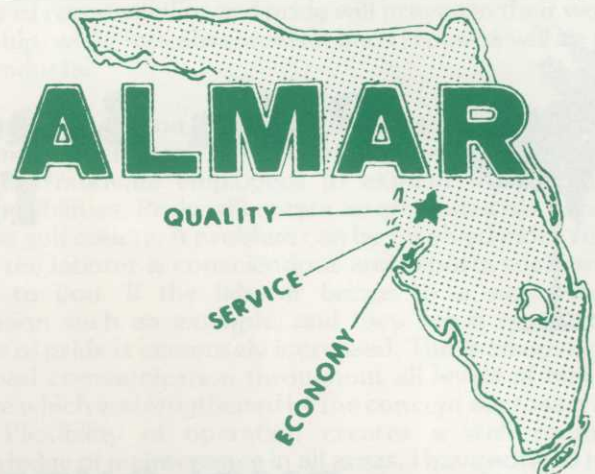
The golf facility not providing these and even some additional benefits that may now be unacceptable are in serious trouble. They are not only issuing a challenge to unionism but an open invitation for these unions to run rampant throughout the entire club from greens to kitchen to valets on the parking 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. ■



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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 exorbitant 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 occurrence for the family unit to develop is rare as compared to the duties 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 began 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 everyone 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
Extension Turf & Water Specialist
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CHARLES H. PEACOCK
Extension Turf Specialist
Gainesville

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 turfgrass 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 availability 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.

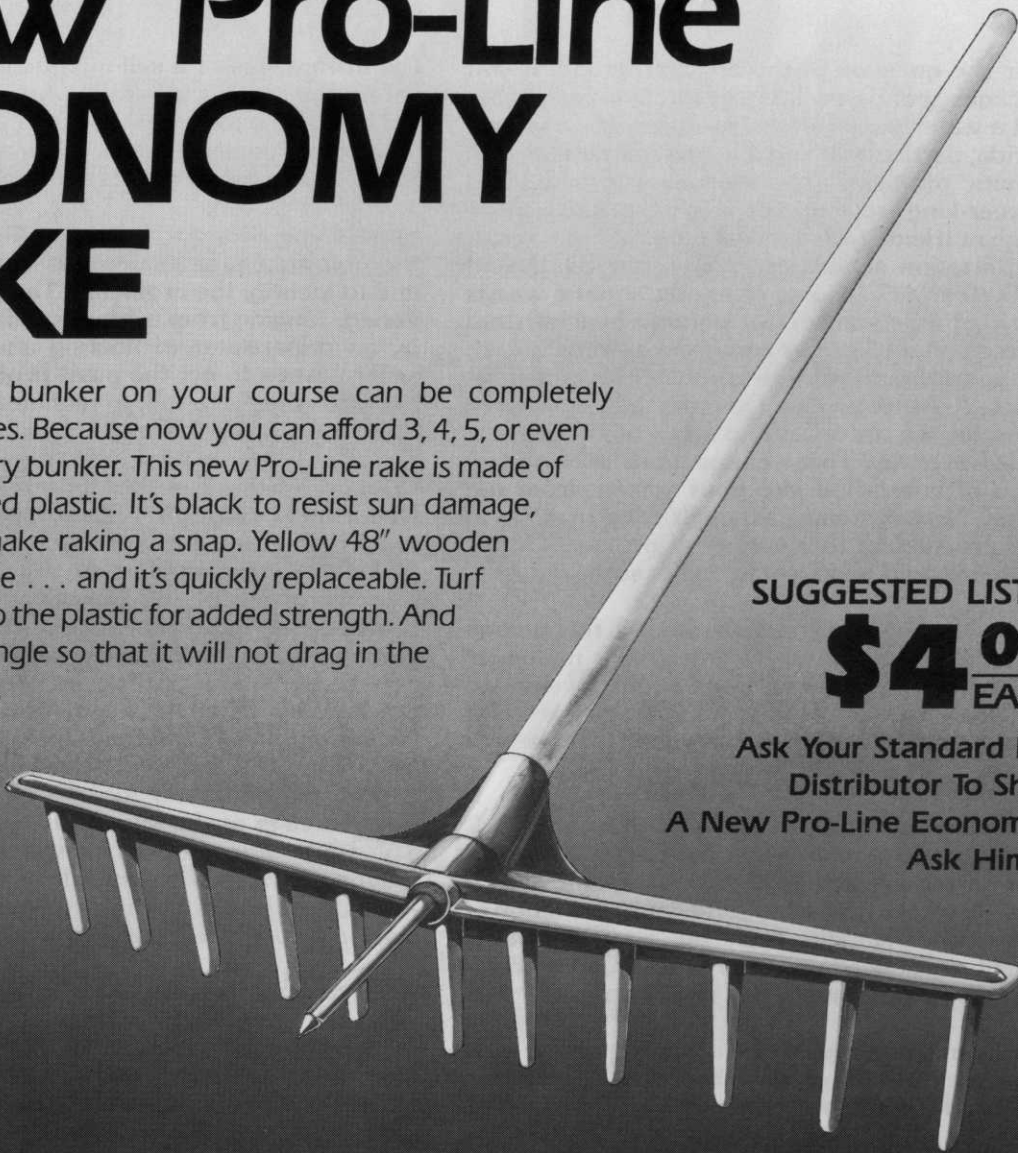
All of these services and more are available through the Florida Cooperative Extension Service agent in your county. You are encouraged to contact these people when you have a need for or question about these services. The Extension service is here for your use, take advantage of its resources.

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 program?

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 or 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 $\frac{1}{2}$ 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 twelve-month 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

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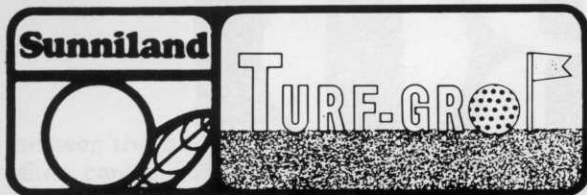
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(continued from page 16)

part of the body of water at once, and, of course, make sure we don't use the water for irrigation sooner than recommended on the label of the material. Ideal application conditions should dictate your timing. Low wind, no rain, normal 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 hybrid 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 hybrid 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 hybrid 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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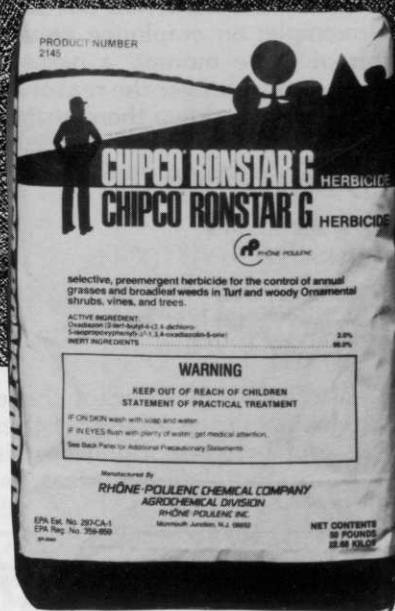
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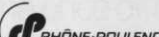
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Central Florida Crowfoots



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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