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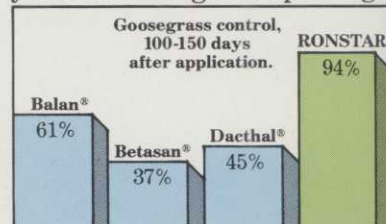
But when there's goosegrass on your course too, you need the added protection only RONSTAR can provide.

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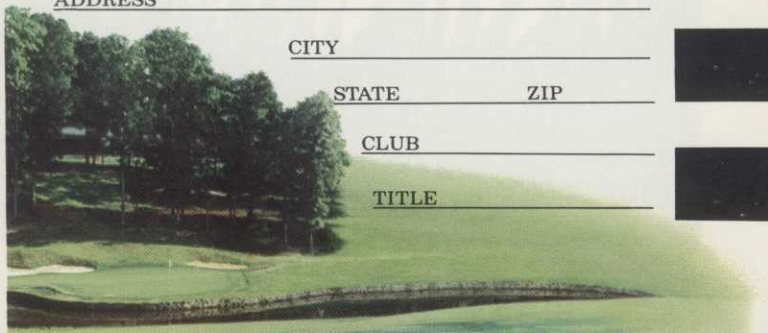
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# Treasure Coast "Tide"ings

## Employee Morale And Motivation

By: TODD MILLER  
Heritage Ridge Golf Club

While payroll generally burdens more than 50% of a golf course's operating budget, the efficient use of this expenditure is usually given less thought and attention than lesser items such as fertilizer or pesticides. Superintendents are continually reviewing the efficiency of preventative maintenance programs, fertilizer and pesticide strategies. Employee motivation strategies should be, continually reviewed and improved on as well.

Perhaps the words programs and strategies are too specific. Motivation is an inner drive that can only come from ones self. The employer can only help this inner drive to appear.

The most elaborate motivation strategies, consisting of bonuses, high salaries and other incentives, can produce poor results if the working environment is not also made more conducive to a higher degree of motivation.

To check your working environment ask yourself "why are these people working for me?"

According to the late Professor A.H. Maslow, "Everyone wants to work." This is necessary to keep one supplied with food and shelter, but this is the lowest form of motivation and does little to improve a golf course. This is where the manager comes in, it is his responsibility to encourage employee motivation from this point.

Motivation will only flourish when a person feels a sense of security, importance and belonging in his job. Job security is the first responsibility of the superintendent. Once employees have been trained in their job it is important that they understand that quality work will insure their job security and help in job advancement. It is important that this is not an idle promise. It will be easy for them to see from others on your crew if quality and job security do not run hand in hand.

After employees are reasonably sure of their employment stability, motivation will usually falter if a sense of importance and belonging have not been developed.

If employees are properly trained in their jobs, they will generally improve work methods and techniques on their own. These new methods will become a source of pride and give them a sense of importance in the overall operation. It is tempting for the manager to stop employees from experimenting with new work methods, but is generally more advantageous to allow them to experiment and discuss the pros and cons of the new methods afterwards.

The days of totalitarian management are past. Due to electronic and printed media, employment is relatively easy to find and an employee will not tolerate harsh treatment and lack of respect for his or her accomplishments. Fear will cause many employees to work harder, take care of the course and machinery only while the supervisor is there. The cost of employee turnover and equipment abuse must also be taken into account.

With the high cost of labor and the problems caused by employee turnover, it is imperative that today's golf course superintendent be more attentive to the needs of his staff. He must recognize that the small expenditure of time given to employee needs today will reap large benefits to the whole operation tomorrow. ■

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## The Making Of A Super

By Tim Deutscher  
Asst. Super. Mesa Verde C.C.

Assistant superintendents, who are they, what do they do, what should they do? Certainly every superintendent has his own set of answers to these questions. However, one thing is certain, every assistant superintendent should, as his title suggests, assist the superintendent.

There are many factors which influence the amount of assistance each assistant can and should provide. These including the background, abilities and goals of the assistant as well as the requirements and desires of the superintendent. A well qualified assistant should, if the superintendent wishes, be able to assist the superintendent in all areas of golf course management. Additionally, if the superintendent believes in the theory that two heads are better than one, he'll welcome any additional input he can get, and chances are his assistant knows more about his golf course than anyone but the superintendent himself.

One of the most important benefits the assistant can provide is perhaps to schedule and supervise the crew in a manner which assures the superintendent that every member of the maintenance crew is continually doing his job efficiently and satisfactorily at all times. This can include everything from ensuring that all chemical applications to the greens are properly calibrated to monitoring the length of lunch and coffee breaks, to making sure there's always water in every ballwasher.

As you know, all too often its the little things that get all the attention. Water in ballwashers, debris on cart paths, unfilled divots, and so on. By relieving the superintendent of many relatively minor worries the assistant allows the superintendent additional time to give to major problems such as, well, you know what they are.

To these ends the superintendent should keep the assistant well informed about all matters, large and small which concern maintaining the course. In turn the assistant should bring all matters large and small to the attention of the superintendent. This process will give both individuals a better conception of what's actually being accomplished on a daily basis.

In order for the assistant to perform he must first be there, on time, ready to go everyday. He must know and be willing to perform the jobs of all members on the crew and the standards which the superintendent requires. This should include knowing the proper operation and maintenance of all equipment and machinery. And, he must be out there, on the course, observing, training, helping and reporting it back to the superintendent.

The assistant is, or should be, out there to learn. He may desire to one day become a superintendent himself. So as long as he's out there learning all he can he might as well be assisting all he can. ■

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Stahl also said "the registration of Chipco Ronstar WP will give Turf Professionals, who are not geared to use the granular formulations, the opportunity to benefit from the preemergent control of goosegrass, crabgrass and other weeds that Ronstar provides. Unfortunately, the timing of the registration will not allow us to market Chipco Ronstar WP until 1986. However, we will use 1985 to demonstrate the excellent preemergent weed control of Chipco Ronstar WP to the Turf Professionals."

For more information on Chipco Ronstar WP, write to Rhone-Poulenc Inc., Agrochemical Division, P.O. Box 125, Monmouth Junction, N.J. 08852.

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## Locating Hydraulic Tube Leaks

By J. Douglas Rothwell  
The Royal Ottawa Golf Club

A common spring startup problem associated with automatic irrigation systems is, locating hydraulic tubing leaks. My Assistant, Rheel Ladouceur, devised a simple device to locate these leaks, that proved very successful last spring, saving time and labour.

The widget (see diagram) is essentially a reservoir that holds red food dye coupled at one end to a portable compressed air tank (40-60 psi) and at the other to the hydraulic tubing. \*We found leaks within several minutes and from as far away as 100 feet or so. In some cases it was necessary to refill the reservoir. The undiluted red dye was readily visible at the grass surface.

### List of Materials and Assembly

1. Air valve stem - solder to copper pipe
2. 1/2 inch copper pipe
3. Brass adaptor (1/2 in. slip x 1 in. thread) - solder to copper pipe.
4. Brass hose adaptor 1 in.
5. Hydraulic tube connector - fit and solder to hose adaptor.

### TO OPERATE

Unscrew at hose adaptor, add dye and reattach. Couple air valve stem to compressed air tank and hydraulic tube connector to hydraulic tubing and pump dye to locate leak. ■ Credit: "Greenmaster" — 4/84

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# 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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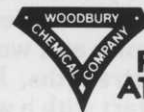
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# West Coast Buccaneers



By: Charles Miller  
Lakewood Country Club

## “Crew Motivation”

The Golf Course Industry has been far behind other businesses in the area of company policies which motivate employees. Key tools in motivating employees such as wages, bonuses, vacation, group insurance and advancement all leave a lot to be desired. This being the case, it is often up to the individual Golf Course Superintendent to initiate and establish policies that will put a desire into his crew to remain in his employ and to do a good job each day.

Policies vary between private and public courses. City owned courses have unions, this usually helps to keep experienced employees but it does not motivate the crew in general.

A lot of private and semi-private clubs have initiated policies to help the Superintendent hire and keep good employees. Still the real key to getting employees to give 120% on the job is largely up to the Superintendent.

The first step in crew motivation is for the Superintendent to have a positive attitude. No one can be a good leader without this. A positive attitude is contagious.

The second step is to treat each crew member equal regardless of their job assignment. It is important that crew members realize that each job has to be completed and that all phases are of equal importance.

The third step is to have regular meetings and to keep the crew informed as to what is going on. They should be made to feel that they are a part of what's happening. At these meetings it is important to give praise along with constructive criticism.

The fourth step is not to babysit the crew. The Superintendent should be a leader, he should show and explain why the job must be done and how to get it done. One of the most important factors in motivation is good communication.

In conclusion, crew motivation is based on the attitude of the Superintendent, the leadership example he sets and how he communicates with the crew. To get 120% out of crew members the Superintendent himself must give 120%.

## “Crew Motivation”

By: Reed LeFebvre  
Plant City Golf & Country Club

Motivation can probably best be described in two words, money and pleasure.

The biggest motivation for most people seems to be of a financial nature, witness the “anything for money” show on T.V. The same holds true for the work crew on a golf course. A person who is being paid adequately, generally is content even if some of his jobs during the course of the day tend to get a little rough.

Pleasure is also a motivating force, and is many times overlooked by management personnel. By pleasure I don't mean recreation all day, but the pleasure I refer to is the pleasure a person gets from doing a job he enjoys doing, and has pride in the finished product.

It has been my experience that to get the most from an employee, I try to tailor the job to the employee rather than the employee to the job. Each person is an individual with his or her own strong and weak points, and by utilizing your employees strengths, I feel we all gain. Using this approach, you start with a worker who can be a real asset from the start, and as time goes along and you strengthen their weak areas so you end up with an excellent employee all around. Even if a workers weakness

can't be brought up to what you feel it needs to be, you still have a productive employee who enjoys what he or she is doing and that adds up to a lot more output per hour as compared to the disgruntled employee who just drags everything out and does only what has to be done to get by.

Taking an interest in your employees on an individual basis is also a must. How do you know when they are happy at what they are doing if you have no communication with them. If you show an interest in a person, they are much more likely to come to you if they have a problem, and it can be solved before it turns into something big and possibly the loss of that employee.

Being fair will all who work under you is extremely important. Nothing will loose a good employee quicker than to show favoritism. If there is an occasion where an act could be taken as showing favoritism, explain why the person was chosen for the task, so at least the others will know why and possibly try harder next time.

In summary, if your employees are being paid adequate wages, and are doing a job they enjoy doing, your turnover rate will be nil and you are probably getting 99% return for your wage dollar.