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Gulf Coast Sun Beams

By CHARLES BRASINGTON JR.
Golf Superintendent
Tiger Point Golf & Country Club

Employee Motivation

Does money have any bearing on how hard you work? Sure it does. It plays a key role in everyone's motivation. However, money or pay is only one influence on our incentive to work harder. Other influences are: Having a positive environment; creation of interest; praise for jobs well done; and the feeling of being important.

Since most of you reading this article are managers of a golf facility, you are, more than likely, self-motivators simply by the position you hold. Unfortunately, our employees are not always motivated. Therefore, we, as managers, must constantly search for ways to keep them happy with their jobs and themselves.

One of the first things I did when I took over as a manager was clean up the crew quarters as well as the entire operations center. Later, the company bought first class uniforms. The idea was to create a healthy, positive environment.

After a good environment is established, you must get your employees interested in their job. One way we can interest the crew is by educating them on what end product we are after, how to get there, and encourage them to give ideas of their own. Then, when someone does have a good idea, use it and it will send the moral sky high. Rotation of jobs is another useful tool in keeping

interest high. This will add some variety to their daily routines.

Accordingly to Haimann-Hilgert, authors of the book "Supervision", the feeling of being important and receiving praise for a job well done ranks higher than pay, on crew moral. Posting letters or articles, with positive comments concerning the golf course or club, in the crew quarters is a way we can praise our crews, as well as giving "pep talks".

Most, if not all, of the more successful business organizations have an employee of the month. Golf businesses can implement this idea at no cost. This can be done by installing drink machines and using the profit as an award each month to the Employee of the Month.

The most important aspect I've learned as a manager of people is to screen out people with negative attitudes during the interview. If there are employees with bad attitudes, try to work out the problems with them and if all fails, terminate them. One negative person can grow into ten negative people.

Remember, if your club cannot pay enough money to motivate your employees, create a good environment, praise the crew for their performance, when due, and make them feel important. Positive actions create positive results. ■



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Seven Ways To Increase Your Personal Productivity

PERSONAL PRODUCTIVITY

Increasing your personal productivity does not mean working harder or longer, it means working smarter. Here are 7 ways to accomplish more of what's most important to you with less time and effort.

1. MANAGE YOUR TIME THE WAY YOU MANAGE YOUR BUSINESS. A successful business budgets, controls, and regularly evaluates its use of its assets. To increase your productivity, you must manage your most important asset - your time - in a similar way.

The first step is deciding what your most important goals are. Ask yourself: What do I most want to accomplish for my employer - and myself - in the next several months? Concentrate on the most important goals.

Next, you should outline, in writing, the steps you must take to accomplish these goals. Again, focus on the most critical steps. Also try to set out a timetable for completing each of these steps.

Re-evaluate your goals frequently. Get in the habit of asking yourself: Is this still the best use of my time?

2. FOCUS EACH DAY'S ACTIVITY ON YOUR IMPORTANT GOALS. Each day, you face a collection of things you have to do, would like to do, want to avoid, can't forget, and so forth. How do you sort these out?

An effective way is to list these activities and rank them according to how much they help you accomplish your important goals. You can categorize it: A, if it is urgent or a significant step toward achieving your goals; B, if it is of lesser value; and C, if it can be postponed.

Use your list to manage your discretionary time. Try not to work on any B's or C's until you have finished all your A's. At the end of the day, you can use the list to evaluate how effectively you spent your time.

3. AUDIT YOUR PERSONAL ACTIVITIES FOR SEVERAL DAYS. Like many busy executives, you may be unsure of where the time goes each day.

The first step in the audit is to make a simple chart and record how you spend your time throughout the day. Try to account for all your time - "missing time" is often wasted time.

At the end of each day, review your chart and see how much time you spent on your important goals and tasks. Ask yourself questions like these: What kept me from spending more time on my A and B activities? What was my most frequent distraction or interruption? How can I avoid it in the future? What steps can I take tomorrow to spend more time on my A and B activities? What activi-

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ties could I have delegated, postponed, or dropped completely?

4. **LEARN FROM MISTAKES.** You can turn mistakes to your advantage by trying to learn from them. Take whatever you think was your biggest mistake in the last week or month and ask yourself: What should I have done differently? What can I do now to prevent the mistake from recurring?

A less painful way to learn from mistakes is to learn from the mistakes of others. When you do this, ask: Could the same happen to me? What can I do now to avoid having the same problem?

5. **BE CAREFUL ABOUT TAKING WORK HOME.** Sometimes you have no choice but to take work home with you. But don't forget that the possibility of working at home can be a crutch that keeps you limping through the day. It's easier to fritter an afternoon away if you think, "I'll do my important work tonight". Try to work for a week on a no-homework rule. If you can't do that, set a limit on the work you do at home.

6. **DON'T OVERCOMMIT YOURSELF.** There is a limit to what you can accomplish in a day or a week. Don't commit yourself to handle more than you can successfully handle.

7. **OVERCOME MENTAL BLOCK.** Many people are occasionally hampered by mental blocks that keep them from starting some important work. You can often overcome these blocks by analyzing them. Here are some examples :

Do you lack facts? Then start with some research.

Is the task overwhelming? Then divide it into smaller tasks and begin with just one of these tasks.

Are you tired? Take a break.


Are you afraid of something? Figure out what you fear. You'll often find that it doesn't merit your concern.

Do you lack conviction? Think about what you're trying to accomplish and be sure it's really worthwhile.

Make a habit of productivity. These 7 ways of increasing your productivity will work if you use some of them every day. Making them part of your work habits will improve your production, which will benefit both of you and your employer. ■

"The only thing necessary for the triumph of evil is for good men do do nothing."

Edmund Burke



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Employee Communication Sources

By DR. KARL KEPNER
IFAS, Food and Resource Economics

Where do employees currently receive communication about their job, work, and company? From what sources would they prefer to receive this information? What is the relationship between these actual and preferred communication sources? The answers to these important employee communication questions may provide management and supervision with some significant insights into how to more effectively communicate with employees.

BUSINESS COMMUNICATION

Employees need communication from two sources:

1. Job related information from immediate supervision
2. Total business information from top management

If the grapevine is the basic information source, then there is too much distance between the firm's decision makers and employees. Under these circumstances, too much communication distortion occurs. The result is that employees believe that the company discourages openness. This increases the gap between organizational and personal goals, thereby reducing employee commitment and productivity.

Ineffective communication is the most important factor causing less than optimum employee-management relations and contributes greatly to low employee productivity. Therefore what is your strategy and your firm's strategy for improving the communication process?

COMMUNICATION TIME BY COMMUNICATION TYPE

Written	10
Reading	15
Spoken	35
Listening	40

Total 100%

How much time have you spent in the last six months thinking conscientiously about ways to improve your communication effectiveness?

WHAT IS COMMUNICATION?

Communication is a transfer or exchange of facts, ideas, opinions, rumors, and/or expression of feeling between two or more persons so that a mutual understanding results. It is a fact that the message must be received and understood or there has been no communication. The basic elements of communication include:

1. The sender - the originator
2. The message - information to be transferred
3. The channel of transmission - spoken, written, action
4. The receiver - person receiving the message
5. Understanding - message comprehension by the receiver.

(continued on page 48)

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EVERY EMPLOYEE WANTS TO KNOW?

• Do nearly all employees want to know what is expected of them? Yes ___ No ___

• Do nearly all employees now know what is expected of them? Yes ___ No ___

• Each employee wants to know -

1. What is my job?
2. What is a job well done?

• You may think that your employees know quite well what is expected of them and how they stand with you. Yet, research shows that many employees do not know or have only a vague idea of what is expected. Research also indicates that employees have only a vague idea of when a job is performed well.

• When assigning work activities and tasks, have you made clear:

1. The results you want?
2. Why it needs to be done and what it will accomplish?
3. When it should be completed?
4. The possible difficulties that might be encountered?

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5. Tips for doing it and where to start?

6. Where to get help and what to do when through?

• Employees want to see the overall pattern and how their tasks fit total firm operations, objectives, accomplishments, etc.

NURSERY NOTES
June 1984

THREE GREATEST COMMUNICATION BARRIERS

1. People are not all alike. They have different backgrounds, experiences, education, etc. that impact the communication process. To understand communication, one must therefore understand individual differences.
2. Failing to recognize the problems with one's current communication skills. Many business managers identify communication as the number one business problem, yet in most instances the manager is thinking about the other person who can not communicate effectively rather than himself/herself.
3. Taking communication for granted because of its commonness. The commonness and intimacy of communication may cause us to forget that it is the basis for all human progress and accomplishment. Effective communicators do not permit the commonness of communication to degrade it but rather let it emphasize its importance.

SOME BASIC COMMUNICATION PRINCIPLES

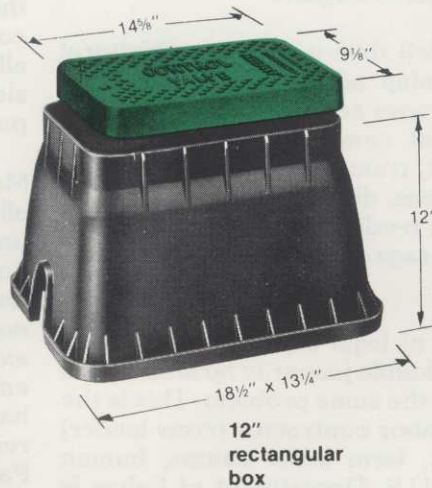
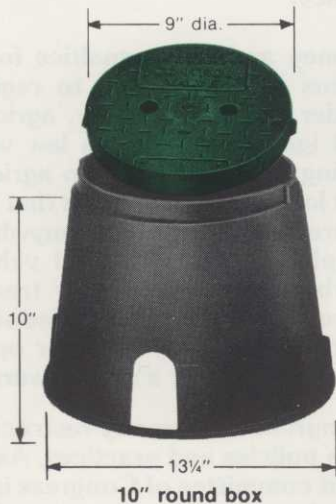
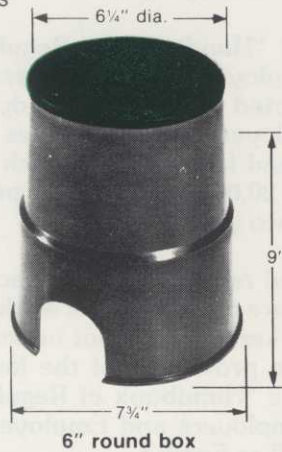
1. Understanding can only occur when there is common knowledge.
2. There must be common sharing of the meaning of words before understanding can occur.
3. The more subjective the message, the more difficult it is to achieve understanding.
4. There is always feedback from any message that is received.
5. A good message is not only understood, it also achieves the desired response.
6. When the purpose of the message is emotionally important, it can usually be achieved most successfully by personal contact.
7. Communication becomes more effective as more of the senses are involved.
8. To insure most successful understanding, keep it simple, keep it short.
9. When there is not understanding, there is quite apt to be misunderstanding.
10. All messages need to be sent with the knowledge that the receiver will interpret it as he/she sees it, that is, as a unique human being. ■

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Recent Developments In Labor Regulations

Charles D. Covey, Ph.D.
Extension Economist

Increasingly agricultural employers are being brought into the mainstream of the total U.S. labor market. In many agricultural jobs the needed skills are indistinguishable from non-agricultural employment. Hardly a legislative session, state or national, goes by without some of the traditional differences between agricultural employment and non-agricultural employment being reduced. As most nurserymen know there are some benefits which accrue from this process but at the same time it increases the cost of doing business.

The growing profusion of laws and regulations which face farm employers, particularly smaller employers who cannot afford a labor relations or labor management specialist, makes it difficult if not impossible to stay abreast of the labor laws and regulations which govern their relationship with their employees.

Since 1976 when the first "Handbook of Regulations Affecting Florida Farm Employers and Employees" was published, IFAS has attempted to provide a ready reference and guide to the employer's responsibilities under each of the several state and federal laws which affect farm employers. More than 20,000 copies of this publication are distributed every two years.

Most labor related laws and regulations are enacted to protect the health and welfare of agricultural workers. In order that agricultural workers who do not understand English have access to the provisions of the laws designed to protect them, the "Handbook of Regulations Affecting Florida Farm Employers and Employees," is published in Spanish as well as English.

Laws and regulations which deal with the agricultural employer-worker relationship address such issues as safety in the workplace, wages and working conditions, child labor, unemployment compensation, terms and conditions of employment, transportation and housing of farmworkers, illegal aliens, discrimination, field sanitation and drinking water, medical and health care and several programs to encourage employers to hire certain disadvantaged groups.

In several of these areas of legal concern agricultural employers are faced with double jeopardy by federal and state laws which deal with the same problem. This is the case in child labor, farm labor contractor (crew leader) registration, illegal aliens, farm labor camps, human rights, and currently the U.S. Department of Labor is developing Field Sanitation and Drinking Water regulations which would duplicate Florida law.

Probably the most significant recent development in agricultural employment was the implementation on April 14, 1983 of the Migrant and Seasonal Agricultural Worker Protection Act of 1983 (MSPA). Prior to this date

many of the relationships between agricultural workers and registered crew leaders (labor contractors) were governed by the Farm Labor Contractor Registration Act (FLCRA). Many agricultural employers were required to register as labor contractors under FLCRA and most growers felt this was an overly vigorous enforcement policy by the Department of Labor.

MSPA eliminated most of the registration requirements for agricultural employers but at the same time it imposed on almost all agricultural employers the same requirements that were reserved only for labor contractors under the earlier FLCRA. As a result, with some few exceptions, any agricultural employer who hires 500 man-days of labor during any calendar quarter of the preceding calendar year is subject to the provisions of MSPA.

500 man-days during a calendar quarter is the equivalent of approximately seven full-time employees working five days per week.

At the time of MSPA implementation on April 14, 1983, the U.S. Department of Labor (USDOL), Wage and Hour Division announced a "Year of Grace" for farm employers to study, understand, and comply with MSPA. Now the USDOL has made it clear that the "Year of Grace is over and the summer of 1984 will be a summer of enforcement. Agricultural employers should be particularly careful in the following areas: (1) Vehicle safety when transporting workers, (2) housing which is not in compliance with federal and state safety and health standards, (3) disclosure to employees of wages, hours and other conditions of employment, and (4) maintaining proper records.

If you employ a labor contractor, under most circumstances MSPA makes you a "joint employer" hence jointly liable if the labor contractor does not comply with the provisions of MSPA. If housing is owned by you as an agricultural employer, you are responsible for meeting the appropriate standards and seeing that the terms and conditions of occupancy are posted, including any and all charges associated with the housing. The USDOL considers meal charges to be a term or condition of occupancy.

Money and civil penalties for knowingly hiring illegal aliens is limited only to registered labor contractors under MSPA. However, agricultural employers should not ignore the Florida law which prohibits knowingly hiring illegal aliens. Also agricultural employers should not lose sight of the fact that the U.S. Border Patrol has extraordinary powers anywhere in Florida to arrest employers and impound vehicles in connection with harboring, concealing or transporting illegal aliens. A recent Supreme Court decision confirmed the Border Patrol's authority to enter open fields and interrogate workers without a search warrant.

Congress is currently restructuring America's immigration policies and practices. As this issue goes to press a joint committee of Congress is working out the differences between the House and Senate versions of the Simpson-Mazzoli Bill.

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