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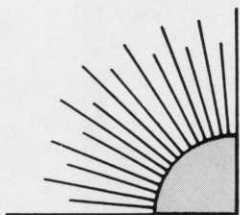
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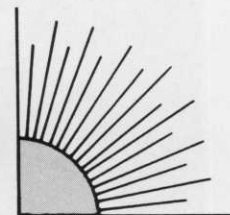


**RAIN BIRD®**

Rain Bird Sales, Inc., Golf Division, 145 N. Grand Avenue, Glendora, California 91740



# South Florida Sunshine



By George Jones, Golf Course Manager  
Earl Morrall's Arrowhead C.C.

## The Professional Attitude

A responsible, organized, caring manager of people will reflect a winning attitude. It will show in the way responsibility is handled, how the daily task of record keeping is controlled, and the attitude of the manager toward all employees.

Let's take a closer look at the following three points of a Professional Attitude:

1. Being Responsible
2. Organization
3. Caring

### 1. BEING RESPONSIBLE

We all want the freedom to control our own destiny. In the work place freedom cannot be separated from responsibility. The more responsible a person is for their actions, the more freedom they obtain. Many times people want freedom to do things their way, but don't want to take responsibility for their actions.

Being a leader means helping your people understand there are responsibilities that go with basic freedoms. These are work, commitment, fairness, and consideration of others. We all have a responsibility to follow the basic rules of the company or organization. In no company can a person have unlimited freedom without responsibility. People must be willing to take complete responsibility for their work and the results of it.

As a manager you have the same freedoms and responsibilities as your people. But along with these freedoms comes the total responsibility for what happens. The heaviest responsibility falls on your shoulders as well as the best rewards.

Accept blame for mistakes and don't make excuses. The only thing you accomplish when you make excuses is to lose the respect of your people. When you make a mistake, take responsibility for it, and do what it takes to make sure it's not repeated again. Only when you are able to do that can you expect to ask the same standards of responsibility from your people.

### 2. ORGANIZATION

Haphazard management gives a feeling of uneasiness and insecurity to an employee. During the hiring inter-

view, give your new employee a one or two page list of your department Rules and Regulations. This should be a neatly typed copy giving the employee most of the criteria that regulates the work day plus the company policy and benefits, such as insurance, paid holidays, etc. Next, maintain basic daily schedules, such as job assignments. Use charts and graphs when needed for clarity. Take an inventory periodically for order and accountability. Daily logs are used for recording gasoline dispersment, checking tools in and out, etc. These written procedures not only tell you where you are, but, show your people an orderly, responsible operation (which they can be proud of).

### 3. CARING

Keep a positive attitude. Look at your position as your favorite project. Your enthusiasm will be carried over to everyone you deal with. Also, you can let your people know that you expect them to work on a positive attitude.

Give praise and recognition. Concentrate on people's strengths and not their weaknesses. Correct their mistakes, but, put emphasis on their good points. People love recognition. They love it even more when it's given in front of other people. To the people listening, it's motivation to do what it take to get praise for themselves.

If you must criticize an employee, be very careful. Probably, the best criticism is simply the lack of praise. When you show a person a better way to do something and stay on a positive mode, you have politely given criticism. And, the person will accept the criticism as a form of teaching and try to gain your praise.

Believe in your people. You have chosen these people to be working with you, and you should believe in them, just as you believe in yourself. Each person reflects not only their training, but the belief you have in them. And, they will respond with a like belief in you.

So, the Professional Attitude that a manager carries in every day work life will most surely be the measure that will mark him or her as a great manager or just mediocre. There is an old saying "What you see is what you get," but in Professional Attitude we must say "What they see is what you get." ■



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Fred Tucker, Superintendent  
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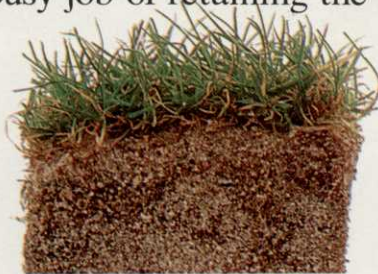


# How to grow a golf course where you're lucky to

Anyone who's tried knows that sustaining thick, healthy turfgrass in the state of Florida can be a real struggle.

The problem, of course, is in the soil. Or, more accurately, what's not in the soil.

Because, at best, most Florida soils do a lousy job of retaining the nutrients grasses need to thrive.



To make up for this deficiency, there's the new Grace Professional Turf Nutrition Program.

**Maintaining growth takes more than just the right fertilizer.**

Whether you're looking to improve the maintenance of your existing course, or setting out to build a new one, call us. But don't expect us just to send you a load of fertilizer.

What we will send you is someone who understands the complexities of Florida soils and knows how to deal with them.

Someone who understands the difficulties of nurturing the different varieties of turfgrasses.

Someone with experience to develop a professional turf nutrition program suited precisely to your course.

## **Fifty years of custom blending.**

If the solution calls for custom-blended formulations, we can supply them. In fact, Grace has been custom blending fertilizers for Florida soils for over fifty years.

But, chances are, we'll already have the formulations you need. From one of three standard Grace For Greens fertilizers, to the hundreds of Grace For Fairways blends.

It's a balanced line of nutrition products



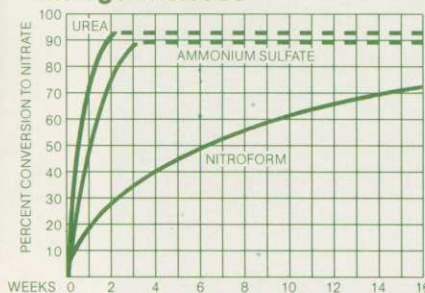




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**Wesco Zaun. Backs You With the Best.**

# Watching Your Tees & Q's

By: John H. Foy  
Southeastern Agronomist  
USGA Green Section

By: Bud White  
Southeastern Director  
USGA Green Section



## What is Integrated Pest Management for Turf?

During the late 1960's and through the 1970's a great deal of concern was aroused in America about the quality of our environment. After decades of no concern and often times excessive practices, we began to realize that the long term effects of these practices were having a detrimental impact on the world we live in. Along with nuclear energy and industrial waste, the use of pesticides came under serious attack. All too often the attacks came from "Environmentalists" with a fanatical gleam in their eyes. These environmentalists were totally anti-chemical of any form and proposed that we live in a natural, all organic world. However, from the practical standpoint, we are aware that without the use of chemicals in agriculture there is no way we could hope to maintain our current standards of living. One tremendous benefit this turmoil caused was a realization that indiscriminate use of chemicals was not economically or ecologically sound. The result has been an increase in efforts to find and use alternative means of pest control. The term, "Integrated Pest Management" was coined to describe this new approach.

What is Integrated Pest Management or IPM? In its current form, IPM is a management strategy that blends sound production practices, (fertilization, irrigation and cultural operations) with biological control agents and chemical control intervention. This type of approach, however, is not something that is totally new. Many of the current practices were originally developed in the pesticide days before World War II. In the past decade, a great deal of university research has been conducted to develop sound IPM programs for the major agricultural crops such as cotton, corn and soybeans. As a result, there are numerous IPM programs currently in use in the field. Some examples are the insect scouting operations for cotton and soybeans, and also the "no-till" planting operations.

There are five basic fundamental areas or tactics that are considered as pest management strategies. They are:

1. Plant resistance
2. Parasitoids or predators of the pest

3. Diseases as control agents
4. Attractants, repellants and genetic control of the pest
5. Chemical pesticides

With the idea of using as many as possible of these tactics in the overall production program. One major downfall of IPM programs as they are practiced for crops that has limited their adaptation for golf courses, is that a certain level of damage is allowable. With cotton for example, the fields are scouted on a regular basis, but until there are a set number of pest insects per 100 feet of row, chemical applications are not made. I don't think too many superintendents would keep their jobs for long if the greens had an outbreak of a disease and they told the Greens Chairman that they were waiting for the right "economic threshold" to build-up before they were going to make a fungicide application. While many of the factors involved are well understood, to date sophisticated IPM programs for turf have yet to be developed. But, we should definitely not ignore the concepts in our overall programs or day-to-day operations.

A good turf IPM type program would incorporate:

1. Frequent observation
2. Accurate record keeping
3. Using the most adapted species (this may not be possible on an established course)
4. Sound management practices
5. Accurate identification of pest (insect, disease or weed species)
6. Understanding other stresses in relation to the pest
7. Incorporating any cultural or biological control techniques available
8. Wise use of pesticides

I know that after reading the above practices everyone will say that they are already doing these things in one form or another. By introducing a different mentality and reviewing the basics of this control strategy, hopefully you can approach your current practices from a new angle and improve their effectiveness. ■



# From Greenskeeper . . . . . . to Superintendent

by Lana Shevlin

It's rather insulting to refer to today's superintendent as a greenskeeper, for they do far more than just keep the greens. The profession of golf course superintendent has come a long way from the horse-drawn mowers and maintenance barns of years past. Today's equipment is specialized and constantly being updated. The equipment of the trade is not only the various mowers and equipment used to beautifully manicure the course, but often times it also includes Hi-Tech computers used in every aspect of skillfully running the golf course. Budgeting and weather tracking are only two of the areas in which computers help to advance the profession. Budgeting requires both business and financial knowledge — knowing where and how to spend the money budgeted to you for maintaining your course to the degree of excellence demanded today.

The maintenance barn is now a well equipped and functional building for the storage and maintenance of machinery as well as offices for management and employee areas such as locker rooms and lunch facilities.

The golf course superintendent is a part of the whole management team that runs the golf course and club. He has gained the respect of the membership, since through his knowledge they will be provided with not only a more pleasurable course upon which to play, but also for many a more attractive and progressive place in which to live.

The professionalism is passed down from the superintendent to his employees. Professionalism is transmitted in many ways: attitude, appearance, and respect for a job well done.

The golf course superintendent, through group associations such as The Golf Course Superintendents of America, has a voice in the betterment of his occupation. Through interaction with other golf course superintendents, he can compare his problems, share his results and come to many profitable conclusions. The seminars and courses provided from time to time help keep the superintendent abreast of new developments in his field, whether it be new and better machinery or newly developed products.

The irrigation systems of today are a far cry from the manual systems of yesterday. The pump house with its computer-controlled automatic watering system presents yet another learning experience for the superintendent. Placement, installation, maintenance and repair of the irrigation system are all of prime importance.

Safety is certainly not an area to be taken lightly. The

machinery is not only very expensive, but can be dangerous if not operated correctly. The superintendent must see to it that anyone operating machinery is well trained, made aware of precautions to be taken, and has a definite respect for the machinery.

With today's widespread availability of efficacious pesticides, protection for its applicators must be observed. Since there are three ways in which pesticides enter the body — inhalation, consumption and absorption, protective clothing is a must. We have become an environmentally aware people and in this profession, a *little* knowledge can be very harmful. Therefore, keeping up with licenses and educating employees on the effects of chemicals to themselves and the environment is a top priority.

Since the superintendent is probably his own worst critic, being knowledgeable about the game of golf itself is helpful to him. Although playing golf can be frustrating at times, this is a definite fringe benefit of the job. Next to talking about equipment, grass and mole crickets, I don't know a superintendent who can't talk at length on why he missed that putt! This is another way in which the interaction with fellow superintendents is very helpful because while playing each other's courses you can get a different view of the job.

The professionalism among superintendents is very important. When you can unify as a group, you can overcome obstacles much more quickly.

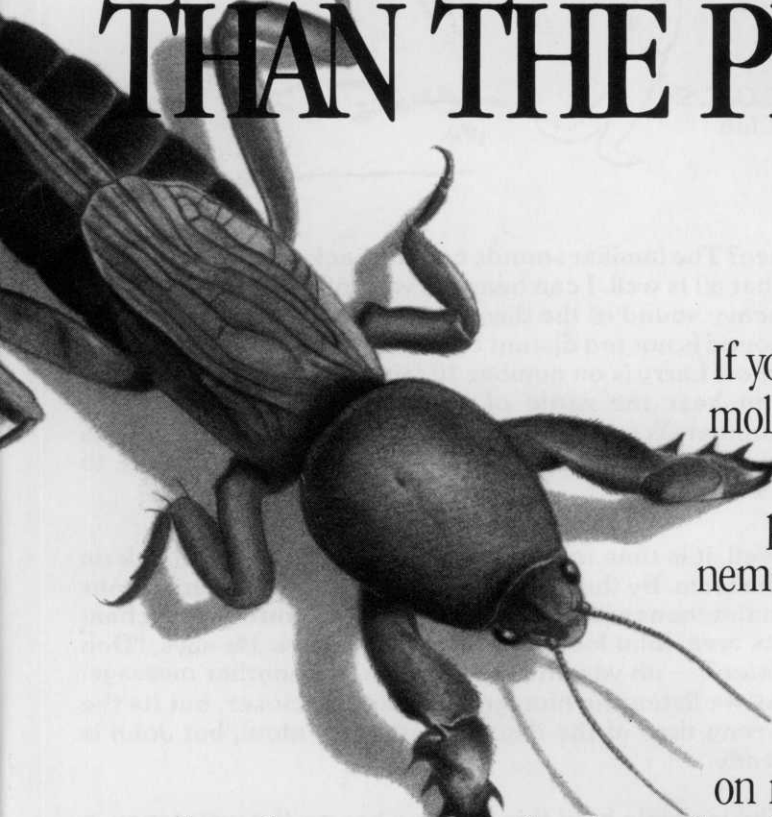
As you enter many of our fine golf courses, your first impression is made as you pass through the beautifully landscaped entry way. The breathtaking colors and placement of the flowers are a sign of the attentive professionalism reflected on the entire golf course.

Not only is the golf course superintendent constantly upgrading his own education through seminars, courses and periodicals, he sees to it that interested employees are aware of ways to become more knowledgeable in their field, and in return advance themselves in the profession. The superintendent's associations also provide scholarships to deserving young people to go to college so that they can get a good start on the road to a profession that has and still is changing for the better.

Through this ongoing search for knowledge comes the professionalism we now have among the golf course superintendent and his staff. After all, Webster defines professionalism as something done very well. ■



# GET TWO FOR LESS THAN THE PRICE OF ONE.

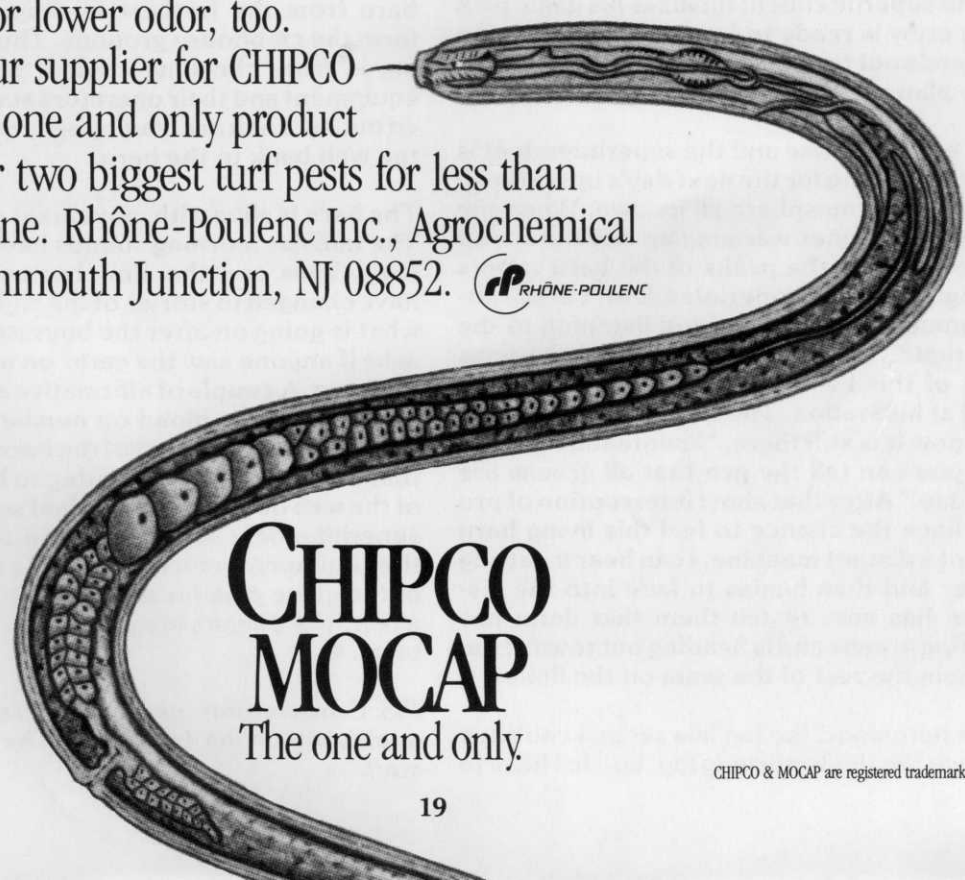


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## CHIPCO MOCAP

The one and only.



# DIVOTS

By Donald E. Kooyer, C.G.C.S.  
Willow Lakes Golf Club



## The Superintendent and the Barn

At the beginning of the day the plan is to begin to prepare for overseeding and/or renovation. Or maybe it is to send the crews out to hook up the hose to the fire hydrant to mist the ice rinks for the resurfacing for the day's skating party. No matter what part of the country your facility is located in, the plan for the day begins at the maintenance barn. The building may be a new structure with an expandable computer maintenance program or an older structure with a roll top desk with pencils worn and dull from planning and recording activities and records. Whether your maintenance barn is one of these or somewhere in between, the game plan for the day starts at the barn.

The maintenance building, with the superintendents office strategically placed for daily operations, is the hub of the maintenance plan. All roads lead from the barn to the many different areas of grounds operations. The maintenance barn reminds me of the dugout at our ball park. After the game plan has been formed, the players leave the dugout and head to the field to play the game as a team. When the superintendent finalizes his game plan for the day, the crew is ready to leave the barn. As the crew (a team) heads out to the course, each has a part to play in the daily plan.

The crew is out on the course and the superintendent is back in his office planning for the next day's operations. The barn takes on an atmosphere all its own. When the pungent smell of the engines warming up and the sound of the engines echoing in the peaks of the barn rafters fade, it's quiet again. As the superintendent, I enjoy sitting for a few moments in the barn and listening to the sounds. What's that? The click of the time clock, it seems to be the heart of this living barn. Clang, oh yes, the mechanic is still at his station. The lifeline to the outside world let's me know it is still there. "Maintenance, may I help you? Yes, you can tell the pro that all greens are being mowed today." After that short interruption of pro shop anxiety, I have the chance to feel this living barn again. The hum of a distant machine, I can hear it getting closer and closer and then begins to fade into the distance. This barn has ears to tell them that John has finished the putting greens and is heading out toward the main course to join the rest of the team on the links.

As I look out the barn door, the fog has set in. I can't see my course through the thick morning fog, but do I have to

see? The familiar sounds coming back to the barn tell me that all is well. I can hear the whir of the reels under the heavy sound of the diesel pulling the fairway units. The sound is not too distant but not really close either. Now I know Larry is on number 10 fairway — good job, Larry. I can hear the rattle of the Cushman tailgate leaving number six green on the way to change another cup. This old building can tell you a lot if you just take time to listen.

Well, it is time to leave the barn to go out and check on the team. By the way, I talk to each of the players on our maintenance team every day. As I walk into the mechanics area John looks a little apprehensive. He says, "Don listen" — oh yes, the old barn has yet another message. As we listen the hum gets closer and closer, but its the wrong time of the day. Something is afoul, but John is ready.

The invisible hold this building has on the maintenance team was apparent to me one clear and sunny day. When we were hovering over the complex in a helicopter taking aerial photos, we could see that all roads lead to the maintenance barn — like the web of the spider reaching out and bringing the equipment and men back to the barn from the farthest fairway. Groundsmen head in from the clubhouse grounds. The irrigation man is starting in from checking control satellites. Small mowing equipment and their operators scurry from their appointed duties. Each are leaving separate points and following the web back to the barn.

The barn is alive with movement and sounds once again. The familiar morning sounds have long since faded. The foggy eyes and the slow but assuring good mornings have changed to stories of the night before activities, and what is going on after the boys work is completed. John asks if anyone saw the gator on number ten fairway this morning. A couple of affirmative answers. Russell asks if anyone saw the blond on number six just before noon. Unanimous! The heart of the barn seems to tell the team that the machines are waiting to head out on the fingers of the web once again. The dust settles. The barn and the superintendent are once again awaiting the sounds of the equipment returning with the team players at the end of the game plan for the day. It's quiet in the barn once again. The players are gone now. Thanks for a good job, team. ■

*P.S. Congratulations to our club manager, Jim Smith, on qualifying for the U.S. open. The grounds maintenance staff.*