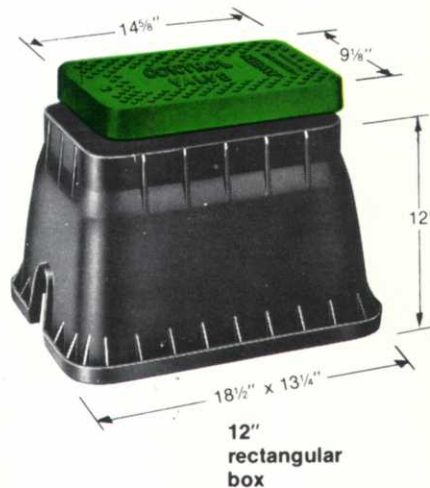
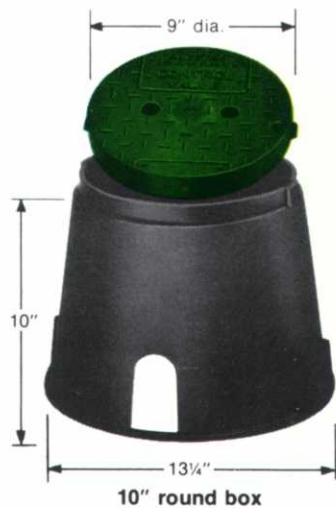
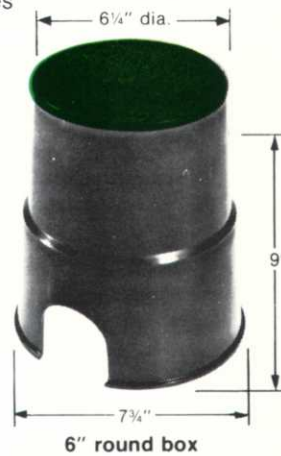


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I'M A GRADUATE FROM FLYMO UNIVERSITY

By Mike Bailey
The Falls Country Club

There is a theory that people work hard and upgrade themselves until they ultimately reach their level of incompetency. If you can agree with this theory, there are some interesting points to analyze. I remember a professor in college analyzing this theory. Back then, it really made very little sense to me. However, after being out in the real world and dealing with employees for the last ten years, "the incompetency theory" does make sense.

This theory holds true for everybody that works for a living, whether you are a flymo operator or a golf course superintendent. There are really two types of working class people. Those who work up the ladder and those who do not. The individual that works up the ladder is not a problem. This type of person sets goals, achieves them, and continues to strive upward. Within the golf course maintenance staff, this usually is the upper half of the entire department. There usually are enough goals and rewards to satisfy these people.

1. At the top of the ladder, the golf course superintendent sets goals and can achieve job satisfaction.

(When this does not occur, we typically associate the club as a musical chair type, where the salary is too low, the club impossible to satisfy or perhaps the superintendent incompetent.)

2. At the next level, hopefully the assistant superintendent is hardworking and striving to become a superintendent themselves, therefore the rewards are high and motivating.

(When this does not occur, either the assistant is restrained to move onward by upper management, burdened with personal liabilities such as the lack of formal education along with financial limitations to obtain such, or simply the assistant feeling unqualified to move on.)

3. Next, the mechanic too can have goals. Not so

much the goal to move beyond the role of the mechanic because he is usually specially trained for that specific field, but to achieve satisfaction within this department. To achieve ultimate satisfaction, whereby nothing breaks down would be idealistic, because even a perfect machine requires maintenance. Therefore, at this level, satisfaction is one huge task.

(When satisfaction does not occur, unfortunately the mechanic is being restricted by the repairs budget, being given ratty old equipment that's impossible to repair, or simply does not have the desire to be proud of his machinery.)

4. The foreman, spray technician and the remaining upper half of the crew can foresee advancement and therefore set their goals to work hard and move up the ladder. At this level, there can be a great deal of employee satisfaction because good workers are constantly in demand.

(If this does not happen, we typically find the remaining sector of the crew is generally untrained and unsatisfied. It is difficult to produce self esteem at this level and difficult to maintain the staff on the payroll.)

Now for the other half of the crew:

The laborer with low pay, few benefits and little ambition to move upward is the most difficult employee to find and retain.

Lets face it, there is only so much room for the chiefs and the remaining crew staff needs to be the indians.

How can you obtain the indians without having them run off to another camp? One of the simplest cures would be the "money grows on trees" theory and give the employee whatever they ask for in order for them to stay. Obviously this would not fly as budgets would become exhorbitant. So, where do we draw the line? At what stage do we try to help the employee professionally and personally satisfied.

(continued on page 24)

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(continued from page 22)

I hear quite often, fellow superintendents distraught over poor employee morale, lack of attendance and overall poor performance. This problem seems most disheartening because we convince ourselves there is little that we can actually do to help alleviate the problem. To the contrary, there is a great deal we can do to improve employee morale and to create an environment conducive for a superbly maintained golf course.

Our ultimate goal for the so-called lower half of the crew is to create an environment that will satisfy their desires. We are not necessarily talking about extravagant ideas or cost. More to the contrary, these benefits should be relatively standard throughout our industry. Because these benefits are not the standard, those clubs with the better benefits ironically obtain a better crew, all the way down the line to the lowest crewmember on the totem pole. Listed below are relatively standard benefits that should be prevalent for every golf course maintenance department.

1. Vacation:
 - 1 week after 1 year
 - 2 weeks after 2 years
 - 3 weeks after 5 years
2. Medical Plan: Full coverage after 3 months
3. Dental Plan: Paid by employer. At least option for employee to purchase
4. Retirement fund
5. Savings plan
6. Yearly Bonus or Christmas Bonus

7. Opportunity to receive overtime pay
8. Uniforms
9. Lunch program: Purchased at cost through clubhouse or, purchased at cost plus
10. Lunch Room facility with:
 - Air conditioning
 - Refrigerator
 - Microwave
 - Vending Machines
 - Personal lockers
11. Golfing privileges
12. Employee tournaments
13. Discounts provided for proshop purchases

I'm sure you could easily add a few more standard equipment items to the list in order for employees to remain on the payroll.

Sadly, considering most golf course maintenance department budgets are lacking in funds, and good employees are difficult to find, the most important item is the retaining of crew members. If we can instill an attitude of incompetency to competent, unfulfilled to fulfilled, unsatisfied to satisfied, lazy to hardworking, tardy to ontime, grumpy to cheerful, disagreeable to agreeable, ultimately, the wave of negative feelings can transfer to positive. The feelings at the lower level of the crew can improve to a point where team work will improve. A cohesiveness from the top all the way to the bottom can make even the flymo operator feel as proud as if they're a graduate of Flymo University. ■

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CIBA-GEIGY CONTRIBUTES \$50,000 to GCSAA ENDOWMENT FUND

A \$50,000 contribution to the Golf Course Superintendents Association of America's (GCSAA) scholarship and research fund has been made by the Turf & Ornamental Department of the Ciba-Geigy Corp.

The Robert Trent Jones, Sr. Endowment Fund, established by the GCSAA in August, makes scholarships available to outstanding students enrolled in college turfgrass management programs nationwide. The fund works to encourage future leaders among professional golf course superintendents.

"We're pleased and excited about the opportunity to make a significant contribution to the endowment fund," says Bill Liles, director of Ciba-Geigy's Turf & Ornamental Department. "Furthering turf research through scholarships for college students is an excellent example of industry, education and the GCSAA working together."

John Schilling, GCSAA executive director, says the endowment fund enables the association to support research in such areas as drought and disease resistant grasses, environmentally sound turf management, and effective water and soil resource conservation.

Director Gerald Faubel, CGCS, chairman of the Scholarship and Research Committee, says the timing and generosity of Ciba-Geigy's contribution to the endowment fund "indicates the kind of leadership needed to keep our profession strong."

Liles adds that Ciba-Geigy looks forward to making additional contributions to the turf industry in the years ahead. "We are committed to taking a leadership position in the development of products that prevent disease, insects and weeds from harming our turf. This contribution is the first of many steps we intend to take."

Ciba-Geigy also has re-organized into a new Turf & Ornamental Department to better meet the needs of turf professionals. Key members of this group include Director Bill Liles, Sales Manager John McLeod, Product Manager Joe Prochaska and Dr. Doug Houseworth, senior technical support manager.

Ciba-Geigy recently introduced two products to the turf market — Triumph insecticide and Banner fungicide. The company also markets Subdue fungicide and diazinon for turf use.

FIRE ANT BIOLOGICAL CONTROL EFFECTIVE IN SOUTH AMERICAN FIELD TESTS

By: Julie Graddy

GAINESVILLE — A fungus applied for the first time on fire ant nests in Brazil has killed the pest, says a scientist who has been searching for biological agents to control the imported fire ants.

Jerry Stimac, an entomologist with the Institute of Food and Agricultural Sciences (IFAS), who has been working with the fungus in the laboratory for over a year, said this is the first time that researchers have introduced the fungus into the soil of a fire ant nest and observed positive results.

The fire ant-killing fungus was isolated from another site being monitored in the north Brazil state of Mato Grosso where soil samples collected from empty nests revealed that the soil was "loaded with fungal spores," noted Stimac.

"This is significant because we have been able to take the fungus from an area where it naturally occurs, culture it and introduce it into uninfected fire ant nests. The fungus grew inside the nest and killed the fire ants. This leads us to believe that this fungus can be adapted to Florida conditions," Stimac stated.

The imported fire ant is well established in the southeast and has rapidly displaced native ant populations, he noted. Over \$200 million has been spent in the southeast in an unsuccessful attempt to control or eradicate the imported fire ant with chemicals.

"Some of the chemicals previously used have been banned by the United States Environmental Protection Agency. This fungus is non-toxic to fish and mammals," Stimac said. "It appears to be a time bomb in the nests," he noted, adding that several strains are possible fire ant control candidates.

"Chemicals haven't been successful. We're trying to adapt what appears to be the natural control mechanism for fire ants in their homeland and make that control suitable for introduction here," Stimac said.

The IFAS research was conducted under a recently signed five-year agreement with the University of Sao Paulo Agricultural School for mutual scientific and technical cooperation in biological control of pests.



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THE MANAGEMENT CHALLENGE

By Bill Kent, Ph.D.

Bill Kent is an Associate Professor of Hotel, Restaurant, and Travel Administration at Georgia State University, a GSU Distinguished Professor, and author of numerous articles on the hotel and food service industries.

Money Talks, But It Doesn't Tell The Whole Story

A recent poll of 1,464 adult workers provided some interesting insight about how we feel about our jobs. Among those who claimed to like their jobs (the majority of those polled) 33 percent said the work itself was the aspect they liked the most, 25 percent described co-workers as the aspect most liked and only 12 percent said that wages turned them on the most.

Among those who disliked their jobs, a full 42 percent were unhappy with their wages. It seems that when people are not happy with what they do for a living, they turn to the wage issue as a channel of discontent. They may feel trapped in their jobs and think that more money would probably make them happy. It would; for about a month. Then the tedium, or a poor boss or a depressing future would reassert itself and discontentment would occur again.

Industrial psychologists have a word or two for this. They say when a person cannot find happiness in work itself he usually seeks enough money to buy happiness away from the job, and refer to it as extrinsic rewards. When someone finds contentment

and satisfaction in the job itself, he experiences intrinsic rewards.

Fancy words, perhaps, but it takes no psychologist to convince us that the intrinsic pleasures of a job you love go a long way toward helping you achieve overall happiness. One study indicates a person's attitude toward their job has an impact on their overall health!

What can we learn from this? One thing we must not conclude is that pay is not important. We all know it is, but it becomes important relative to how strong a love affair we have with our work.

A lot of evidence is available that says an employer will seldom succeed in buying top performance and loyalty in employees. If the intrinsic rewards of the job are not there for the worker, he or she will never consistently perform up to potential.

Try thinking about using this knowledge in the following manner: (1) match new employees to their jobs as well as possible (find out the natural traits and skills of applicants and match these to those required in the job.), (2) closely monitor the performance levels of all employees (3) counsel with them and find out how they feel about what they do every day (raise the pay of top performers yes, before the usual raise date, they're worth it) (5) try to switch jobs among the poorer performers and (6) as a last resort, replace the poorer performers with new applicants whose skills and natural traits match your job openings. This isn't easy, but the psychologists would say you'd be a psychoceramic not to try. What's a psychoceramic? Why, a crackpot, of course. ■

SUPERINTENDENTS NEED TO SHARE KNOWLEDGE Surveys Are The Best Tool

Dear Dan:

I am writing in hopes that the State Supt.Assoc. has a golf course wage survey that you could send to me. Like a lot of courses we have a labor problem. Part of it is due to low wages. A well documented wage survey would be a big help in improving the wage scale. The last survey I have on file is dated Dec. 1982.

While I am on the subject of surveys, I believe that the StateAssoc. could do a valuable service for the superintendents of the state by conducting surveys on a great number of subjects. Such as wages, equipment (length of use, repair history, operating practices, etc.), insecticides (when and how different superintendents use them), herbicides (when, how, and what combinations are used in our areas, not at the universities in Florida, Georgia, and Texas, but by the golf course superintendents on their courses),

how do different courses handle golf cart traffic in wet weather, in high traffic areas such as the ends of the paths, how do they keep the carts on the paths at the tees and greens. There are many other subjects that could be addressed by the State Asso. that would be of immense benefit to the superintendents.

I believe that we must have long range research on many problems, but for a small part of the dues that are collected from the superintendents we could be helped on problems that could be corrected today. Surveys that can be filed together would be much more helpful than articles in a magazine that you have to search through stacks of magazines to locate the article.

Thank you,

Philip Ammann, Supt.
Bonaventure Country Club

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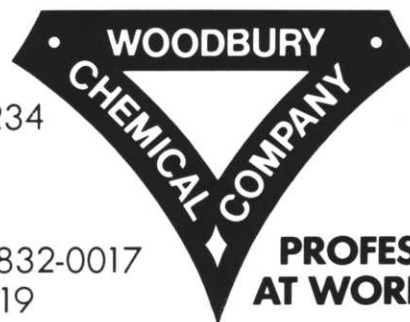
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IRRIGATION CAN BE DEADLY

Last month we reported the appalling accident that befell Woodcote Park's Head Greenkeeper Eric Green, when the cover blew off the box housing the control valve alongside the seventh green.

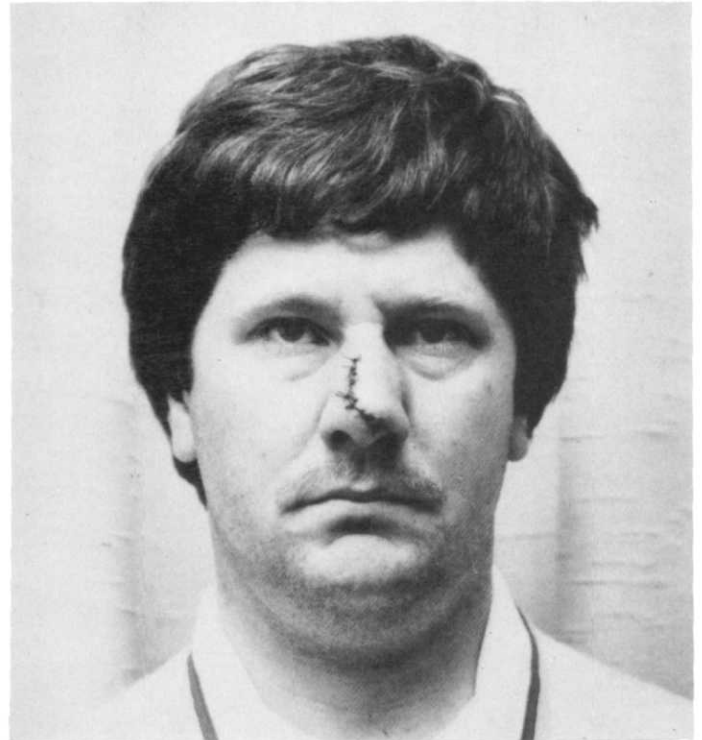
Eric is now recovering from his injuries and is well enough to take a two week holiday with his family.

Since the events of that July evening, when Mr. Green, accompanied by his wife Carol and their daughter were inspecting the updated irrigation system installed by British Overhead Irrigation Ltd., the club have employed an independent consultant to check the scheme and an investigation has commenced by the Health and Safety Executive.

Irrigation systems as was pointed out last month can be extremely dangerous if they do not meet the exacting standards laid down by the only controlling body in this country, the British Turf Irrigation Association.

One of the leading members, Bill Hawthorn of Watermation Ltd. has commented.

The horrific accident to Eric Green, Head Greenkeeper at Woodcote Park Golf Club resulting in facial injury occurred because of a failure of the plastic nipple underneath the manual hydrant. Failures of this nature are not uncommon if this method of installation is used. For this reason many years ago Watermation devised a different method of mounting valve assemblies at the greens having the hydrant supported on a metal nipple attached to a robust metal tee, in order to withstand



Eric Green (above) needed 17 stitches in his nose when a plastic coupling broke off the control valve.

the mechanical loads which inevitably are placed upon the hydrant when hoses are attached.

Toro, whose General Manager Peter Roberts is Chairman of the Association, has recently published a guide entitled 'The Thinking Man's Guide to Golf Course Watering', a publication that all golf green committees should read before asking companies to submit tenders for irrigation systems.

Naturally this booklet is biased towards the Toro product as any sales literature should be in a competitive market.

Other systems, such as that marketed by Watermation, could suit a club equally as well. The club must seek tenders for the product that best fits their need within a price bracket they can afford.

What they must not do is to take the lowest price, without ensuring the system fully meets safety standards and their staff are not put in a position of danger.

We are publishing the photograph's of Eric Green's injuries, not from a sense of tabloid press sensationalism, but simply to bring home to Greenkeepers and those involved in Golf Club Management, the need to be ultra careful when dealing with water under extreme pressure.

Preprinted from Golf Greenkeeping Magazine, West Yorkshire, England. ■

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