

Training for the Future

by MIKE BAILEY
The Falls Country Club



Photo by Mike Bailey.

Mike gives final instructions to Art and crew about day's assignments.

Have you sat down with your assistant and clearly stated your expectations of his role? Perhaps in the beginning, disagreements will arise and perhaps someone might even want to quit his job. In order to put to rest all disagreements, the superintendent and the assistant must see clearly eye to eye and mutually respect each other's world of responsibility.

First off, what is the definition of an assistant? The answer might be "to assist the immediate supervisor in a manner to effectively operate a business." We commonly refer to the assistant golf course superintendent as simply "the assistant." This is not a problem. Everyone within the department usually understands the assistant's responsibilities. I can say over the years my overall needs for an assistant have changed, but generally, the workload has remained the same and probably will remain the same for years to come.

I believe the following

questions and answers set down a guideline for the management of an 18 hole golf course. Sure, there can be modifications and different styles of managerial practices. But this has been my style for over ten years and I can proudly say I've been associated with some great assistants because, hopefully, I have set down guidelines and expectations.

- ***Who lines up the crew at the beginning of the morning?***

In order for me to command respect from the crew, I feel a need to be on time everyday. We are blessed with a competent crew where tardiness is a rarity. Because I arrive 25 to 30 minutes before work begins, I also find the entire crew arrives ready to go anywhere from 5 to 10 minutes before work actually begins. Socializing, teasing, and light

discussion about work creates a pleasant interaction.

Weekdays at 7:00 a.m., our work day begins. We congregate around the assignment board and erase yesterday's schedule and I write down the current days assignments. The assistant contributes by reporting yesterday's progress and confirms my assignments. This procedure allows the assistant to participate from a "second level of command." The crew realizes the assistant monitors the day's activities. The crew also realizes the assistant will be the "first level of command in the field." An understanding is established between my expectations and the crew's deadline of expectations.

Also I might note, the golf course equipment manager (commonly referred to as the head mechanic) stands at the assignment board along with the rest of the crew. This allows Mr. Terry Pratto to be advised on the equipment that will be out on the golf course for the day, so that he can plan accordingly. We

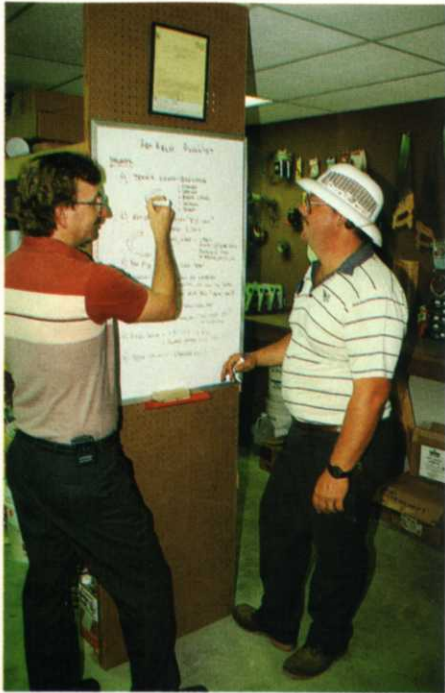


Photo by Mike Bailey.

Mike with assistant Art Helm.

also interact with employee responses on yesterday's mechanical problems and even discuss top-dressing or aerification for next week. This way, no surprises come about. All of the employees feel a part in the team concept. Here again, however, guidelines have been established. The equipment manager is third in command and reports to the assistant when the golf course superintendent is off the property.

• **Who manages the crew?**

I strongly encourage the assistant to manage the crew during the "middle" of the working day." What does this mean? Typically throughout the day, I find myself involved with other facets of managing a golf course where I will not be in tune with the performance of the work crew. This is where the assistant comes through. Our assistant is the person out on the golf course on an hourly basis, keenly monitoring the performance of the maintenance staff.

Yet the managerial assistant is not an executive. The assistant does not appear to the membership as being the golf course superintendent. The assistant is dressed in the same uniform attire as the rest of the crew, busily performing various daily responsibilities through out the golf course.

• **What do you expect from your assistant daily?**

I find a need for the assistant to be well diversified and knowledgeable about irrigation, pest management, cultural maintenance, not to mention helping to supervise the crew.

I prefer the assistant to inspect the irrigation system and the irrigation pumphouse daily. This includes the inspection of the pump motors, the pump station mechanisms, the irrigation central, setting up for appropriate irrigation needs, changing the pressure recorder and generally checking for any leaks, vandalism and any other problems associated with quality maintenance.

An assistant should review the golf course as another set of agronomic eyes. The assistant will look for disease, pest control, and review recent chemical applications. He will evaluate results and inspect the turf quality for future aerification needs, verti-cutting, top dressing, and even assist the mechanic on evaluating mowing quality performance.

• **Does an assistant need an office?**

Yes, but let's clarify what constitutes an office. Assuming the superintendent has an office complete with desk, file cabinets and a seating arrangement for meetings, does the assistant actually need such an office? I believe the answer is NO. Of course, the assistant requires a desk, file cabinet, and perhaps a few chairs for an impromptu meeting. But he needs "an office environment" appropriate to a worker, not an executive. It should have more of a storage room appearance where valuable

PRODUCTS TO HELP KEEP THE GREENS GREEN!

**BOYNTON PUMP & IRRIGATION
SUPPLY IS A FULL SERVICE
DISTRIBUTOR OF IRRIGATION,
PUMP AND ALLIED PRODUCTS.
SERVING FLORIDA SINCE 1958.**

- TECH TIPS • PRODUCTS
- DESIGN SERVICE

RAINBIRD GOLF DISTRIBUTOR

**NEW STORE
NORTH PALM
863-5580**



**BOYNTON PUMP &
IRRIGATION SUPPLY**

FT. PIERCE
485-1966

BOYNTON
732-9810

FT. LAUDERDALE
791-1984



Keep showing
your true colors.

Yellow grass on your beautiful green fairways. It's enough to make you see red. NEMACUR® nematocide is an affordable way to prevent it.

Which is one reason more superintendents are investing in a fairway program using NEMACUR. But the real beauty of NEMACUR is knowing you won't end up with a course of a different color. For more information, contact Mobay Corporation, Specialty Products Group, Box 4913, Kansas City, MO 64120.

NEMACUR is a Reg. TM of Bayer AG, Germany.

Nemacur

Mobay Corporation
A Bayer USA INC. COMPANY



items such as tools, irrigation parts and golf course supplies are kept under lock and key. A workbench for clock repairs and so on is also appropriate within the assistant's air conditioned storage/office room.

• ***When is the assistant not invited?***

In the past I have had the problem of an assistant simply walking into my office without reason. My office is not a place to socialize. I have since set up a policy to prevent these interruptions. Before anyone enters my office, he is expected to look in the window and pause. If I wave my hand to come in, please enter. If I hold up my hand with a pause, please wait. I could be in a meeting, on a phone call, or reviewing paperwork that should not be interrupted. This has greatly increased our respect for each other's sense of responsibility.

• ***Should an assistant attend meetings?***

Sometimes, it seems difficult to justify both the superintendent and the assistant attending various meetings together. While we are both off the property, who will supervise the crew? Because the assistant is employed to assist, he should stay home and "attend house."

Perhaps once or twice a year the assistant might attend a chapter meeting, an irrigation school or special seminars for CEU points for his pesticide license. The Palm Beach chapter successfully conducts the annual assistant's meeting when all assistants are urged to attend this special meeting. This way, the assistants feel they have a place within the organization.

• ***Should the assistant be salaried or paid hourly?***

I believe salaried. His job description is managerial, therefore a salaried position is more appropriate. If personal problems arise, the assistant can take time off and still receive pay, yet when the workload exceeds regular hours, all is clearly understood.

• ***Should the assistant work weekends?***

Of course! As much as we need time off, our assistant was hired with the understanding that he would work on one of the two weekend days. In our situation, the mechanic works Saturday and the assistant works Sunday. There is a reason for this particular schedule. Since Saturday follows immediately after Friday, it is hoped that all goes well for such a short time. The equipment manager feels comfortable with his role of supervising the crew. Sunday can be a different experience. Because another day has transpired and more serious problems may develop, the assistant is more qualified to handle the work load.

Exceptions do occur. Vacations, special occasions, and sickness often create a need to switch work days. Of course, I am only a phone call away to help when needed, but I find their sense of responsibility is best appreciated if they tackle the weekend problems on their own.

**OUR NAME AND THE BEST
KNOWN NAMES IN TURF
EQUIPMENT TOGETHER SINCE
1932**

Distributors for:
Toro Mowers & Turf Equipment
Toro Turf Irrigation
Toro String Trimmers
Billy Goat Vacuums
Cushman Turf Care System
Ryan Turf Care Equipment
Mitsubishi Tractors

HMC String Trimmers
Power Trim Edgers
Lely Spreaders
Standard Golf Supplies
Florida Turf Sprayers
Broyhill Sprayers
Olathe Turf Equipment



EQUIPMENT CO.

Jacksonville
1741 Hamilton St. 32210
(904) 387-0516

Orlando
11405 Rio Grande Avenue 32085
(305) 841-8460



**1-800-282-8473
407-747-3277**

Custom Spray Applications

FULL LINE OF LIQUID FERTILIZERS

**COMPLETE SERVICE
FOR ALL FERTIGATION SYSTEMS
PLUS NEW INSTALLATIONS**

Serving All Of Florida



We improved these fairways by putting 11½ of our best feet forward

Your first impression is correct. The 3325 Professional Turf Mower is different from others you've seen.

It's accessible, precise, lightweight – able to cut 11-1/2 feet on every pass.

Exclusive features include single-lever reel lift, full-size center grass catcher, 20-gallon fuel tank, differential lock, cruise control, and unequalled service access.

Talk to us today for a first-hand look at the new 3325 and we guarantee you will be impressed.



A single lever lifts all five cutting units simultaneously to make cross-cutting easier.

NEFF
MACHINERY
TURF DIVISION

MIAMI
4343 N.W. 76th Ave. • (305) 592-5740
WEST PALM BEACH
3933 Beeline Hwy. • (305) 848-6618
ORLANDO
4333 John Young Hwy. • (305) 299-1212
FT. MYERS
2995 Hanson St. • (813) 334-3627

• Does the assistant have the authority to hire and fire?

Yes. Years ago I received complaints about employee competency. I found myself with the responsibility of firing so-called incompetent employees because the assistant could not work with certain employees. Typically the new hires were no better than the previous so-called incompetent employees. I have authorized the assistant to become more involved with scrutinizing managerial needs. If an employee fails to perform, I now allow the assistant to get involved with the problems. If the problems are not resolved, the assistant will become burdened with the training of a new hire and try to improve the situations over the last employee. Sometimes this does not occur. In such cases, I now find the assistant has more patience and he works more closely with crew members. It's easy to fire, but it's not easy to hire, especially a better new hire.

• Are you managing an assistants training school?

In my case, no. My job description is quite extensive. Sometimes I believe my job description could best be stated as, "DO EVERYTHING." Yes, I enjoy the challenge and responsibility of my job. Because of this, I need a good assistant. The individual must be devoted to the industry, be honest, loyal and, most importantly, have a willingness to spend a few years with me. No, I can not afford to lose an assistant once a year. I then would have to step back, punt and retrain. Unfortunately, I do not have the time to train employees.

I have developed the "on deck circle program" within the maintenance staff. I always try to have a person on the crew that is looking for advancement. Hopefully this individual is interested in

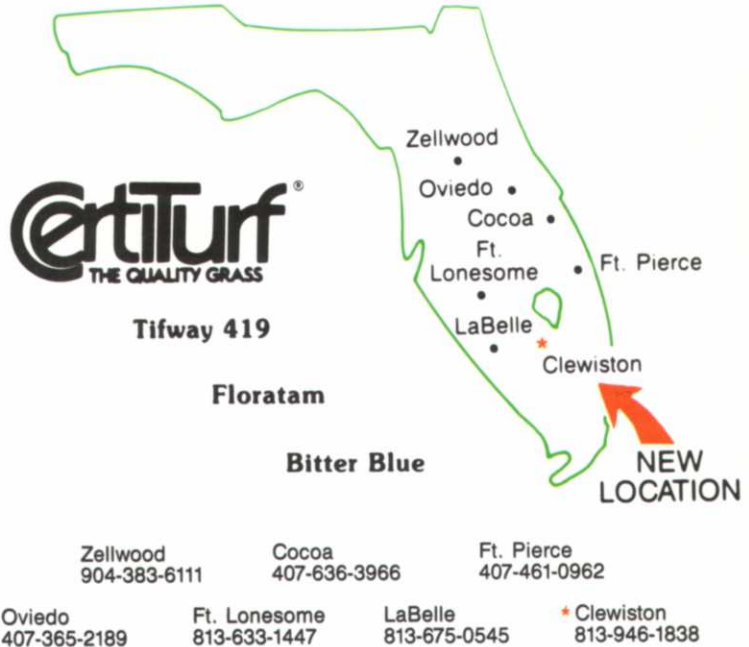


Photo by Mike Bailey.
Assistant golf course superintendent Art Helm watches over chemical mixture.

working his way up the ladder. Proper formal education is important along with practical field experience. By the time the assistant moves on, the "on deck circle" assistant is ready and willing.

The new assistant will come to bat having a full knowledge of the game plan and he will clearly see eye to eye with me on what is expected of him as assistant.

DUDA SOD



A. Duda & Sons, Inc.

LANTANA PEAT & SOIL

1123 State Road 7
Boynton Beach, Fla.

732-4116
1-800-433-5552

STERILIZED SOILS • TOP DRESSING
TOP SOIL • MULCH • POTTING SOIL

"Keeping Golf Courses Green"

TORO INTRODUCES GREENSMAS[®]TER 3000-D

New Diesel-Powered Greensmower Offers High Quality of Cut, Ease of Operation

The Toro Company has introduced its Greensmaster 3000-D Riding Greensmower. The new diesel-powered mower offers the same high quality of cut as the company's long-successful gas-powered Greensmaster 3000, equipped with a more durable, longer life, liquid cooled diesel engine, according to the company.

"The 3000 has been providing a superior quality of cut to golf courses for 18 years," said Helmut Ullrich, Toro Marketing Manager.

The Greensmaster 3000-D features a 17-horsepower, liquid-cooled diesel

engine. This powerful engine is designed for use on greens, aprons and fairways.

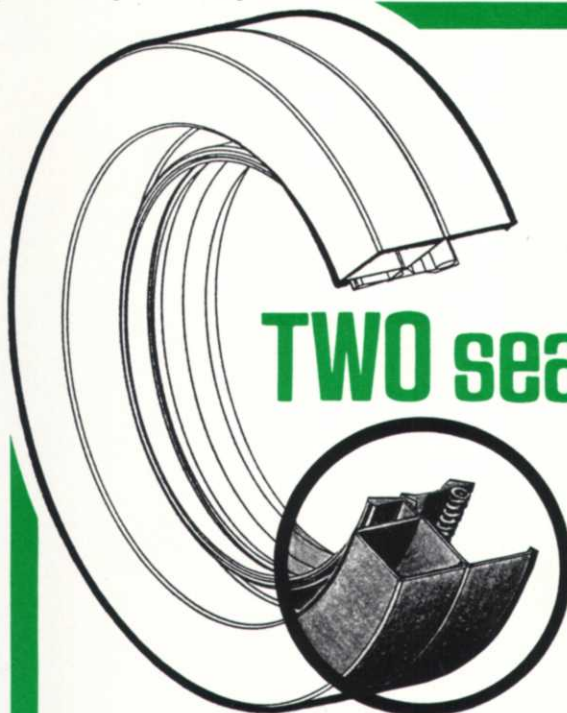
The 3000-D also features power steering and an automotive-style steering wheel. The steering arm is adjustable and can quickly be raised or lowered to accommodate any operator. Both features simplify operation and increase operator comfort.

Height-of-cut is easily adjusted, from 3/32" to 11/16", making the 3000-D appropriate for all uses on the golf course -- from tees, green aprons and fairways.

5, 8 and 11-bladed cutting units can be used on the Greensmaster 3000-D. A variable speed kit allows the operator to select a consistent ground speed while maintaining a constant, even clip.

The recently-introduced Toro grooming reel, lets golf course superintendents easily manage individual green conditions throughout the course. Toro's exclusive "quick up and quick down" adjustment allows the operator to raise or lower the grooming reel without losing the depth setting. In addition, no tools are necessary for depth adjustment, and the free-floating cutting unit design is not affected by the weight of the collection baskets.

For more information about the Greensmaster 3000-D, contact the Toro Company, Commercial Division/Marketing Services, 8111 Lyndale Avenue South, Minneapolis, Minnesota, 55420. 🍏



No other manufacturer, O.E.M. or aftermarket, puts what we do into a roller. Our rollers **LAST LONGER AND COST YOU LESS!**

TWO seals are Better than one

Every roller manufactured by Douglas Products comes equipped with a dual seal system; an inner seal for grease retention and an outer seal to keep out dirt. AND they ride on a stainless steel wear sleeve to assure the integrity of the sealing element throughout its life.

THERE IS NO SUBSTITUTE FOR QUALITY!

 **DOUGLAS**
PRODUCTS

Tel: 407/582-6180

1810 HYPOLUXO ROAD SUITE D-9 LANTANA, FLORIDA 33462

FOR ORDERS OR INFORMATION DIAL TOLL FREE

1-800-521-8891

IN FLORIDA DIAL

1-800-541-2255

WAIT FOR TONE, THEN DIAL

368-4527

New Insect Growth Regulator Helps Win the War Against Termites

by NANCY E. DOHN
IFAS Information

Subterranean termite soldiers have become an unlikely ally in winning the costly war against the wood-munching pests. An insect growth regulator tested by entomologist Nan-Yao Su, with the Institute of Food and Agricultural Sciences (IFAS), affects the insect's hormones, increasing the number of soldiers in a colony and causing its decline. Effective in small doses, the product is also non-toxic to humans and potentially can save Florida homeowners millions in property damage.

"This insect growth regulator is designed to supplement chemicals in use now. It provides another option, enabling us to develop an urban pest management program for Florida residents that effectively controls termites," Su said. Research on the growth regulator is being conducted at the Fort Lauderdale Research and Education Center.

Termites currently cost homeowners in the Sunshine State almost \$400

million each year in property damage. While most people assume rotting wood to be the attractant, that's not always the case, according to the University of Florida professor.

Every spring, swarms from established colonies, which contain as many as three million termites, forage randomly seeking new nest sites. This mass includes a king and queen for reproduction, soldiers for protection and workers who gather food, Su said. The new chemical targets specific hormones in the workers.

"It turns the workers into soldiers, disrupting the delicate balance of the worker/soldier ratio. Soldiers depend on workers for food, and increasing their number overburdens the workers' tasks and they quit feeding the soldiers," he said.

And because it's highly efficient, only a small amount of the growth regulator is needed. A wooden stake is baited with the chemical and inserted into

the ground in the path of the food-seeking workers who carry it back to the nest and infest the colony, he said. Su predicts the new product may be commercially available within five years.

"It takes between six months and a year to cause the colony to decline. This long-term action is what we want, however, because it prevents the workers from realizing the infested food source and abandoning it," Su said.

During this period of time, traditional chemicals are used as a barrier to prevent continued infestation of a home. As a prevention, current building codes often demand treating the soil for termites prior to construction, he said.

"However, this is done with chemicals that could potentially have negative effects on the soil," he said. "Insect growth regulators are environmentally safe and, when used in combination with these pesticides, can provide optimum termite control." 🍎




South Florida Turf Products
INC

1-800-432-2214
407-746-0667

**Distributors for
Howard Fertilizers**

**QUALITY FERTILIZERS & CHEMICALS
FOR THE TURF INDUSTRY**

P.O. Box 8081
Jupiter, Florida 33468



ALMAR

Quality
Service
Economy

CHEMICAL CO., INC.

P.O. BOX 18101
TAMPA, FLA. 33679

CALL COLLECT 813-839-3363

GREEN MASTER • SOMETHING SPECIAL • FOAM GARD • RUST BUSTER • BEAUT GREEN • PENETROL • KICK IN THE GRASS • TURF IRON • SUPER WET • EV R GREEN • TURF KOTE • WATER PENN • SCRAMP • KNOCK M DED • GRIME OFF • GREEN LAPPING SOAP • RUST BAN

U T E C

USED TURF EQUIPMENT CO.

Bill Barnette

P.O. Box 1665

Hobe Sound, FL 33458

- Do you want to purchase used equipment?
- Do you want to sell used equipment?
- **UTE C** will list — sell — move your used equipment.
- *Call for a catalog with pictures, descriptions and prices.*

(407) 863-2424 • Mobile 1-285-0546 • 1-800-826-1480 (ext. 24)

How To Control Plant Diseases

THE 1988 Plant Disease Control Guide is now available from the University of Florida's Institute of Food and Agricultural Sciences (IFAS). This guide contains cultural and chemical control recommendations for plant dis-

eases in ornamentals, turf,, field crops, pasture grasses, vegetables and fruits and nuts. It also touches on general plant pathology and fungicides.

To order the guide, send \$12.75, payable to University of Florida, to Publica-

tions, University of Florida, IFAS Bldg. 664, Gainesville, FL 32611. Please indicate you are ordering the Plant Disease Control Guide, and provide Publications with your full mailing address.

ARBOR TRANSPLANTERS
INC.

WPB 965-2198 BOCA • 499-4461



**OUR BIG MOUTH SPADE OPENS WIDER
TO MOVE MORE OF THE TREE!**

FLORIDA BLUEGRASS

T.M.

**Spray Pattern
Indicator Dye**

**Gives you
efficient, precise
control of your
spray programs.**



Du Cor Chemical

1011 Lancaster Road

Orlando, FL 32809

Call collect

(305) 859-4390

Specialized Chemicals for the Turf Grass Industry

A President's Reflections

by DONALD KOOYER, CGCS

Willow Lakes Golf Club



BOARD MEMBERS

Back row, left to right: Eddie Snipes, External Vice President; Art Cape, Board Director; Gary Dahlberg, Treasurer; Mark Waldron, President. Front row, left to right: Bill Griffith, Secretary; Frank Sbarro, Board Director; Don Kooyer, Immediate Past President; Don Allen, Vice President.

As I took over the helm of the North Florida Golf Course Superintendent's chapter, I wondered how my tenure would proceed through the year. Being a chapter president for the first time, I was hoping for all the support I could get. With the support from all the professional members of the N.F.G.C.S.A., I can say that last year was one of commitment that was challenging and rewarding.

Now that the new president has taken over, I would like to take this opportunity to thank all the directors and board members for their professional contributions to our strong organization. I could not have succeeded and our association would not be as strong and viable as it is without their support. All presidents throughout our state chapters and state and national Golf Course Superintendents Association could not serve the needs of our members without their generous support.

Being an officer or director of a professional organization means commitment to your profession. Not only do you have to be willing to give of your knowledge, but also give a lot of

your time. Knowledge and experience are something you will always have once learned. But your time, once spent, is gone forever.

To give of something as precious as your time takes a certain kind of individual. I had these kind of generous people on the board as president last year. I can only say that our organization is stronger today because of their continued commitment to our profession through our chapter, state, and national associations.

This commitment to our profession is not just at arms length. The management structure of our chapter requires that we reach out to many parts of our nation. As officers, we have the responsibility to communicate with our Florida state association. By constant communications with the staff and officers of our state association we keep the knowledge and information we need flowing through to the heart center of our profession. Without our state organizations professional staff working with us, we could not reach out to the national networks that we have. By us giving of our time and efforts and by

being a part of the total turf picture, we will remain strong.

Not only did the leaders of our organization take time to organize and lead our members, but they also reached out to other areas in search of strength and knowledge. By continued contact with our state association through correspondence and telephone communications, the information between our organizations will remain current and up to date. These networks are kept open because of the willingness of the board of directors, the secretaries and treasurers to give of their time and talents unselfishly. We can count on these people to furnish us with information at all times. Not only do these people have to keep the communication lines open, they must also attend special events well away from their work place and homes. We must thank the families for their willingness to give of this time toward our continued success. Our respective companies understand the need of education and ongoing professionalism and we thank them for their support.

Our industry is not only strong in