

Storage bins

Storage bins for topdressing, mulch and sand are probably not considered a necessity, but I recommend that if space permits, you should make this part of your plan. Separate bins for each will considerably cut back on the amount of contamination and waste of these materials. It will also add to the overall cleanliness of the facility. Usually these bins have reinforced concrete floors and walls and graduated side walls from front to back. These areas can have a roof added, but have to be designed so large trucks can have access.

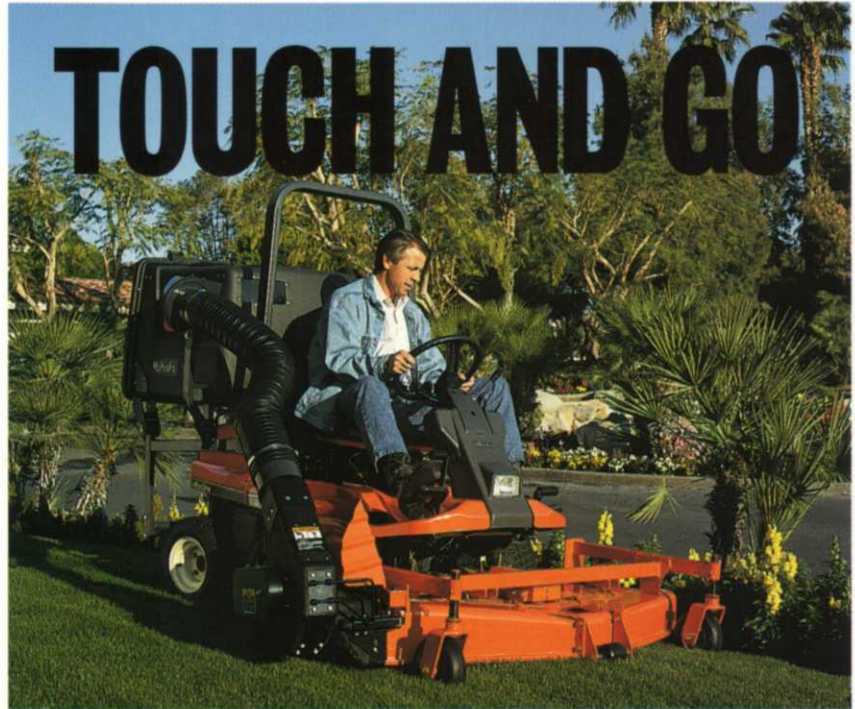
Signage and safety

This area pertains not only to new facilities, but existing ones as well. You should have a hazard communication plan set up and operational and all pertinent signage in place.

Cleanliness

Once again, this applies to all maintenance facilities, new and old. This goes hand in hand with the safety of your maintenance operation. Everything should have its place, not blocking a fire exit, safety signage, etc. You should practice what you should be preaching. There is a certain image that we need to promote. We are professionals and should look the part. I can remember being told by a superintendent that I worked for that first impressions were important. We have a lot of vendors and other professionals that visit us on a daily basis. Some never even see the golf course. I know what my first impression would be, "I sure hope this guy doesn't take care of the golf course the way he takes care of his maintenance facility."

It doesn't take that much time to keep the maintenance areas clean. We have two people who clean the lounge, offices and equipment area daily. It takes approximately 30 minutes. On Fridays, we remove all of the equipment from the shop and vacuum, blow and sweep the entire complex. It takes two hours to accomplish this. I do think that good housekeeping procedures carry over to the golf course.



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Professionalism

In the strictest terms, a profession is an avowed occupation. Professionalism then becomes an attitude about that occupation. It is a portrayal of your personal integrity regarding the work that you do for pay. Business practices, communications, continuing education, discipline, ethics, environmental stewardship, image, personal conduct, professional association participation, regulatory compliance, turf management, and training are all areas of our occupation that should be executed with the highest professional standards. They are the benchmarks by which we, as individuals, and our profession are measured.

— Joel D. Jackson, CGCS

A Question of Ethics

I am writing this in an anonymous fashion because I do not want to implicate anyone for wrongdoing, but I sincerely believe the subject that I am about to embark upon definitely needs to reach all of our people in the golf course management industry.

I recently experienced a problem with my putting surfaces at a facility where I was employed. The cause for the problem was beyond my control, but as we unfortunately see all too often, I was asked to resign my position because it is the easiest way for management to save face and calm down the membership.

After leaving, and a few weeks of self-evaluation, I felt that there were things that I could have done better dealing with the situation, and know that at least I have learned a few things from this bad experience.

My reason for writing, however, is not for sympathy, but to tell of a situation that is to me, becoming very alarming in our profession. The number of people that encroached upon my position by calling my manager, trying to be the first to get their foot in the door, before an official announcement was issued, was beyond belief!

My manager was very professional, and denied that there were going to be any changes made, but many he told me of were very aggressive and continued to call him. Many of the job seekers were people looking to move from the ranks of assistant superintendent to their first head superintendent position.

The person who eventually took my place was a former employee of mine. He never had the ethical decency to call me to see what the situation with me was. He interviewed with our management and

accepted the position, all without even calling to let me know he was involved in the process.

I realize that there are many people out there that are graduating from turf school and need to find golf course superintendent positions, but these people need to realize that the GCSAA has a good code of ethics in our business. It is everyone's responsibility to uphold it. I know for fact that my replacement took the job for a much lower salary than I was being paid. I believe he never had any concern for upholding the salary scale for my area. I doubt if he ever tried to find out what the range was.

Before I interviewed for the job, I first called the chapter leaders to introduce myself and to find out about the area salaries and other important information about their group of superintendents. It was very easy to do, and believe me, it helped me in my negotiations. It also helped the existing superintendents to continue to upgrade their salaries.

We all have a tremendous responsibility in our business, and it has taken a lot of hard work by all of us to get the due respect and compensation we are receiving today. I am hearing about more and more superintendents being replaced by people that are coming in 10-15K less than the previous superintendent almost on a daily basis.

These people don't realize the tremendous amount of pressure that is associated with being the head superintendent. It is impossible to imagine until you are in that position. When I left the ranks of assistant superintendent, I fortunately listened to my boss, and although I was very eager to get my first head job, I went to the bargaining table determined to be paid for the responsibility that I was tak-

ing on, and to uphold the salary range of the superintendents in the region.

The kind of cut-throat behavior that I have experienced, and am hearing about, needs to stop. We are all facing more and more responsibility and pressures from the public and media, and I feel that well-educated, ethical, and hard working golf course superintendents will meet these challenges head on.

As we become more and more responsible, we deserve to be compensated well for the great amount of time and effort required to do our jobs to the highest standard. We do not need our own people shooting us in the foot. They will be the ones who eventually will pay the price. — Anonymous

Getting the Right Man for the Job

Greenskeeper, Golf Course Superintendent, Agronomist, to Golf Course Manager. The role today of the old "Greenskeeper" has expanded and taken on various new titles and responsibilities. The position is one that requires managerial skills, business understanding, accounting and budgeting skills, environmental knowledge and, of course, good grass growing abilities. Therefore, more than ever, there is a strong need for good assistant superintendents/assistant golf course managers. After all, we are only as good as the staff that works for us.

Obviously, the first step to having a good assistant is hiring the right person for the job. One thing that I have found very advantageous is establishing a good internship program. Having the opportunity to monitor a turf student's work habits as an apprentice gives the superintendent a "sneak preview" prior to hiring the intern as an assistant. I personally have employed three of my former interns as assistants and helped two others gain employment as assistant superintendents. If you are not able to view the applicant as an intern prior to employment, it makes the interview process even more critical in order to employ the right person for the job.

The first step in the interview process



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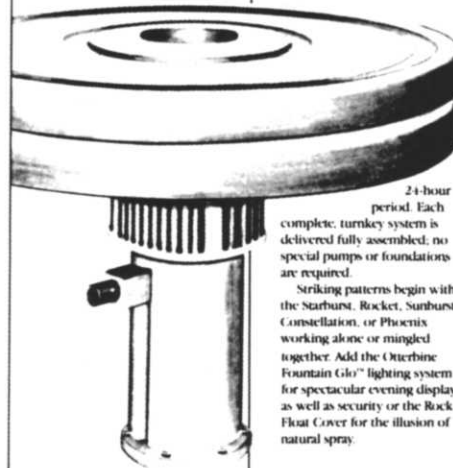
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is analyzing the resumes. When looking over a resume of an applicant, some of the things I look for are education, past achievements or awards, memberships in turf-related organizations and, most importantly, work history. When I look at work history, I look at several things. Are the clubs the applicant worked at comparable to my operation? did the person show stability in his employment history, or did he change jobs frequently? Finally, are there any gaps in his employment history? Also, if I have the references of the applicant, I look to see if they have included references from ALL of the previous employers. If one or more previous employers were omitted, I inquire to find out if there was a motive behind the omission or if it was just an oversight.

These are all things that can be discussed in an interview. I feel work history is critical in the discussion. The applicant should have several years of good work experience, preferably as a technician or better. Training an assistant superintendent fresh out of school with little work experience is a task very few of us have the time to do. All the formal education in the world can not prepare an individual for a job in the turfgrass profession unless it is combined with work experience.

When interviewing an applicant for an assistant's job it is critical for the superintendent to be prepared, organized and consistent. A prepared, written interview is extremely helpful especially if more than one person is being interviewed.

A past employer of mine, a superintendent, once put me through a three-hour written prepared interview for an assistant in training position. The questions ranged from agronomic, personnel and ethics to personal and professional goals. Needless to say, the superintendent giving the interview was an extremely organized professional. This interview taught me a lot, and I have adopted some of the questions in my interview process.

A prepared, written interview also allows the interviewer to fairly evaluate all the applicants.

Selecting the right person for the job essential. Often you spend more time with your assistant than you do with your own family. If the fit is not right, it will

create friction and unneeded stress on all parties involved.

The assistant superintendent must be able to relay his and your desires to all members of the maintenance staff. The assistant must also be mature enough to communicate with the youngest and oldest employee regardless of the assistant's own age. This is why I feel confidence (not arrogance) is a key personality trait of the assistant.

The assistant superintendent must also serve as a role model for the maintenance staff. The staff will look to this individual for guidance. If the assistant has bad habits, they will undoubtedly be picked up by the staff. The assistant should look and act at all times like the maintenance staff has been instructed to do.

If the crew members see the assistant breaking a rule that they have been told to follow, it will most likely result in bad work habits or poor attitudes.

Finding and hiring the right assistant superintendent can make you or break you. The assistant is the heart of the maintenance staff. It is this individual that will serve as an extra set of eyes, ears and a nose for you while he is on the golf course. It is for this reason, and others, that you must inform your assistant of all the activities, goals and plans that you, the superintendent, have. The more educated this person is, the easier it will be for him to do his job. Don't forget — the better he does his job, the better the golf course and you look! The hard work that you go through in hiring, training, educating and allowing the assistant to mature professionally will pay off for the assistant superintendent, superintendent, the membership and the golf course conditioning.

— *Darren Davis*, GCS Olde Florida Golf Club, Everglades Chapter

From School to Assistant

Becoming an assistant after college is a period of transition when several decisions need to be made. The choices decided upon make a definite impact on one's career.

That first assistant's job a person holds

makes such a lasting impression that careful consideration should be placed on all decisions. Several of the decisions include: a suitable location, the type of organization, the superintendent and one's goals.

The chosen location is a lesser factor with some than with others. It is, however, a concern that should be addressed according to the region, climate and type of turfgrass the assistant is looking to gain experience with.

The type of organization can be a difficult decision to make due to the variety of opportunities available. An assistant should look at public, private and municipal courses along with management groups. When looking at these options, one should focus on its reputation, budget and membership in the past, present and future.

One of the most important choices is a superintendent. This person gives an assistant the proper training to eventually become his equal. A superintendent should be experienced and knowledgeable about the different aspects of the industry. His long and short term goals should be realistic and attainable. He must be aware and willing to spend time training an assistant on the most up-to-date products and trends. He should be consciously aware of the environment and, most importantly, he should be able to clearly communicate his objectives.

The final part of deciding on where an assistant's career will begin lies with the goals he sets. These must be attainable goals in order to become successful. Some goals might include developing strong leadership qualities; fine tuning management skills; and gaining, not expecting, the respect of employees.

Graduating from college can be a fulfilling experience just as beginning a career in the golf business. The novice assistant will look forward to becoming involved in the different affiliations of the industry. This transition of graduating from college to becoming an assistant superintendent can be accomplished by setting high expectations and challenging oneself to become a future superintendent.

Tim Haskins, Assistant GCS, Olde Florida Golf Club

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Chrysler-Plymouth Tournament of Champions

North-South Course at Grand Cypress GC, Orlando
Head Superintendent: **Tom Alex**; North-South Superinten-
dent: **Shane Mathews**; Assistant Superintendent: **Andy Smith**;
New Course Superintendent: **Dan Burdette**.

Saturday, January 14th. It is exactly one week since a devastating storm front wreaked havoc on metropolitan Orlando with squalls and tornadoes. Another severe front indicated by a brilliant red slash on the weather radar is advancing slowly across the state toward Orlando. It is the morning of the third round of the LPGA Tournament of Champions. Central Florida is once again under a Tornado Watch

Tom Alex and staff wait anxiously for a sunrise that won't happen. Finally, when enough twilight is showing they begin their morning course preparation routine with one eye on the radar and an ear tuned for thunder. Tom is the first to admit that they are blessed with a small field of players (40) which translates into 9:30 and 10:30 a.m. tee times off the first tee only. This gives the crew ample time to double and triple cut the greens as needed for required speed; mow tees, collars, approaches, fairways, fair-rough cut and hand rake bunkers ahead of the first group.

During the day if any inclement weather threatens, a crew member stands by each green with a squeegee to remove any possible sanding water. Later in the afternoon as the players begin to clear the first few holes the crew duplicates the morning routine and in addition mows the primary roughs to boot.

Actual preparation for the event and in turn the fall/winter season begins in October with the overseeding of the golf course. The unusually warm fall required additional seed applications above the normal 100,000 pounds to achieve desired density in fairways and roughs. The normal 10-lbs.-per-thousand bent/poa mix on the greens ended up closer to 14-lbs.-per-thousand. Tom prefers multiple mowings (2-3x) in the morning and evening to achieve green speed rather than mechanical rolling for this event. He explained, "The LPGA requested a course that

Where the Pros Play

Florida leads the nation in hosting a total of 14 combined LPGA, PGA, and Senior PGA golf tournaments. This is part one of a three part series that will cover those fourteen events. We hope to provide a glimpse into the trials, tribulations, and triumphs that come with preparing for these special events. Along the way we may also discover some turf management tips and techniques that will help you prepare for your own special tournament!

had firm, fast fairways and greens that would hold shots. I felt that if we rolled these greens too much they'd be too firm to accept their approach shots."

Tom is able to put close to 50 people on the tournament course for the daily preparations by borrowing staff from the other courses on property. In fact, Dan Burdette comes down from the New Course one month prior to the event and oversees the North nine and resident superintendent, Shane Mathews concentrates on the South nine which has the finishing holes. Their goal is to have "No Ground Under Repair" or as Tom put it, "no white paint" by the LPGA advance team. They succeeded in reaching that goal for the second straight year

The radio crackles, "Tom there is a severe storm cell moving in with lightning activity!" Pow! A bolt hits nearby. Tom calls Shane and Dan to get the crew off the course until the cell passes. Tom and I are in an open cart making a mad dash for shelter ourselves. As the rain drenches us and runs down our faces, Tom turns to me grinning and says, "Hey Joel, just another day at the office, right?"

Well, the tournament got lucky and the front passed without postponing the round. Months of planning and hard work could have been wiped out in an instant, but fortunately not this time! Everything else went as planned and Dawn Coe Jones shot a 7-under score to win the event. Sometimes you wonder how many people realize just exactly how much work and effort was on the line during those tense hours as the storm poised to strike. For Tom and staff and all of us, it is just another day at the office.

*Joel D. Jackson, CGCS
Disney's Magnolia GC*

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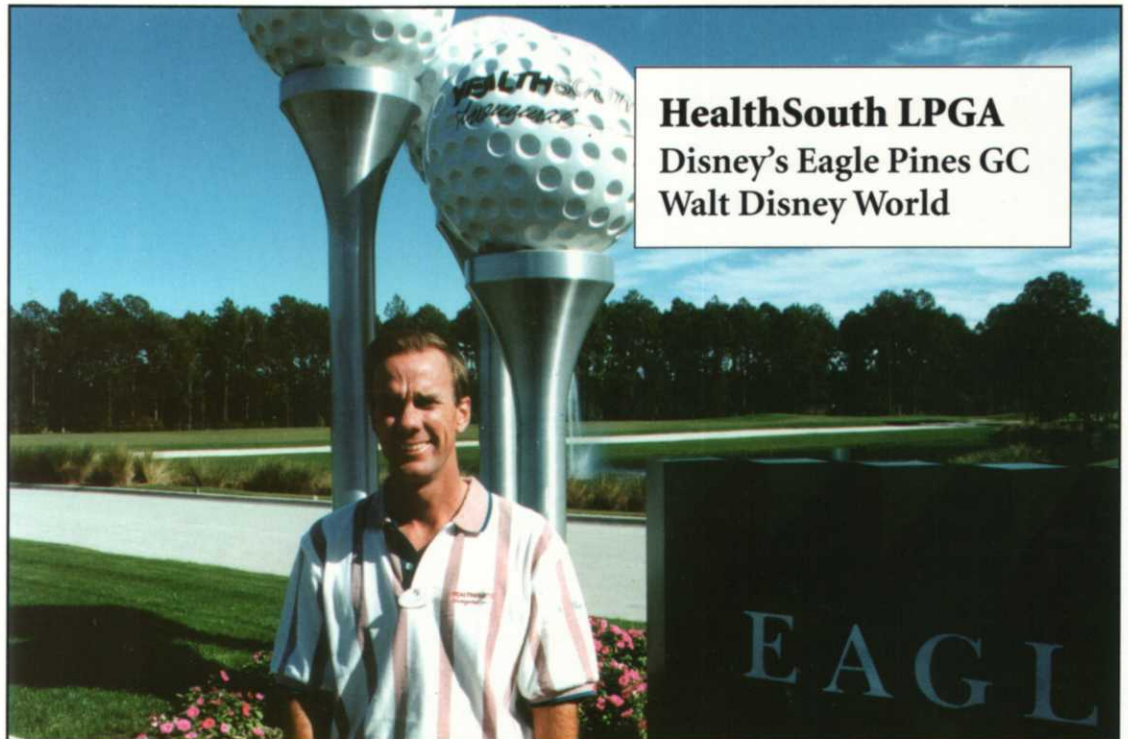
**LPGA Tournament of Champions
North-South Course at
Grand Cypress GC, Orlando**

Head Superintendent Tom Alex (top left) checks with weather radar. North-South Superintendent Shane Mathews (above in print shirt) goes over last minute details with crew. Assistant Superintendent Andy Smith, far left, and New Course Superintendent Dan Burdette await word to get started.

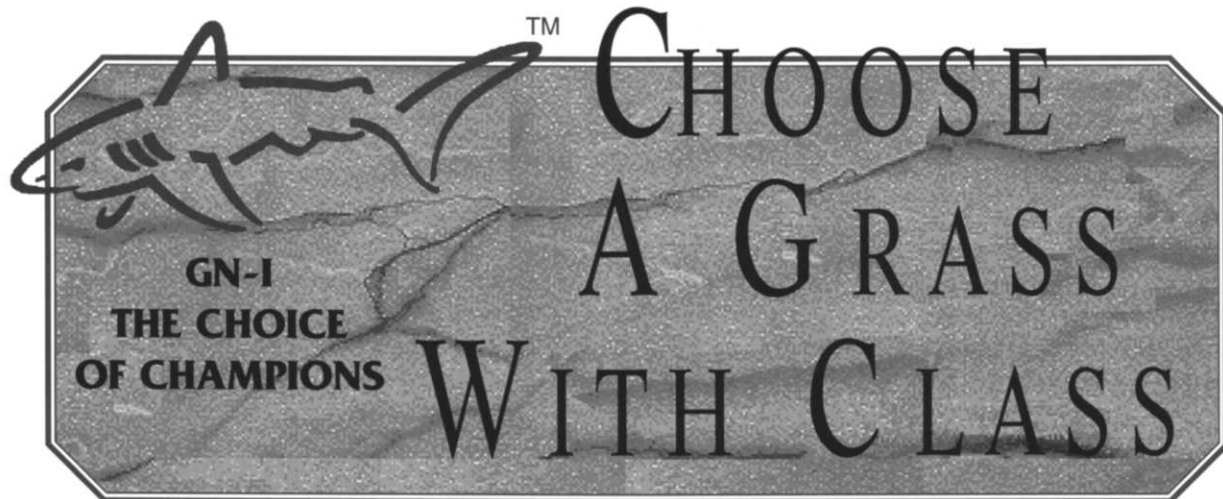
See story, Page 66



Disney's Bonnet Creek Head Superintendent Scott Welder (above) Eagle Pines Superintendent Pat Hennessey (right) faced a tournament week with a very busy schedule. See story, Page 70.



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Manager of Golf Facilities: *Larry Kamphaus*, CGCS; Bonnet Creek Head Superintendent: *Scott Welder*; Eagle Pines Superintendent: *Pat Hennessey*.

A funny thing happened on the LPGA Tour this year. After the Tournament of Champions was over, the players just had to go across the street for the next tour stop. Eagle Pines is literally less than a mile from Grand Cypress.

Besides being the first full-field event of the year for the LPGA, it was the 2nd professional event in less than four months for Eagle Pines. The Walt Disney World-Oldsmobile Classic PGA event was played there in mid-October. In fact it wasn't until sometime in November that the decision to have the LPGA event at Disney was finalized.

Time, tide and tournament sales wait for no man. Pat and his crew had to prepare for this new event in the midst of a busy, already-booked, schedule of group tournaments and resort guests. The worst unavoidable conflict came Monday of tournament week when the course hosted a 144 man shotgun tournament in the morning and a 90-man shotgun in the afternoon the day after a heavy rain event on Sunday.

It was a tough assignment to get ready for the LPGA at the same time. Because of the normal maintenance programs, there wasn't a lot of extra work to be done other than sprucing up the native areas with fresh pine straw. Pat was able to assign one temporary foreman to oversee a crew of part-time workers to get that accomplished.

During the tournament itself, Pat ran his schedule basically like he does for the Classic. The regular crew is split into morning and evening shifts. The morning shift of 14 people comes in at 2 a.m. and rakes the bunkers until daylight. Then they mow greens, tees, collars and approaches. They also drag the fairways to remove the dew.

The evening shift of four people mows and blows fairways, and top dresses divots on tees and fairways. Because of the stress from heavy traffic already on the greens this season, Pat opted for a combination of double cutting and rolling to achieve the desired 9.5 speed on the greens.

The HealthSouth Inaugural was also the debut of The Golf Channel's tournament broadcast coverage. The new cable entity got to cut it's teeth on this event, and Scott and Pat got to help

them through this first broadcast.

The most amazing challenge and accomplishment of this event was that it went from non-existence to successful completion in eight to ten weeks. Pat gives the lion's share of credit to Head Golf Professional, Kevin Weickel for coordinating everything between Disney, LPGA, Del Wilber Management, and The Golf Channel.

Pat predicted that it would be a veteran shotmaker who would win the tournament. He was right. It was patient Pat Bradley who battled Pete Dye's challenging layout to a 5-under score and a victory. By dawn the next day the course was ready for normal resort guest play with all traces of the tournament magically gone overnight.

Joel D. Jackson, CGCS
Disney's Magnolia GC

Royal Caribbean Classic

Links of Key Biscayne, Florida

Superintendent: *Mark Richards*

The sixth annual Royal Caribbean Classic was hosted this year by superintendent Mark Richards at the Links of Key Biscayne. Mark has been working for Metro Dade County for ten years, with the last seven spent at Greynolds Park in North Miami. He began working at Key Biscayne on December 19, 1994 with only a month to prepare for the tournament.

The first decision Mark made was to overseed the greens because, like many other golf courses in South Florida, the greens were still recovering from all the rain we had in 1994. Mark overseeded the greens with *Poa Trivialis* at a rate of 10-lbs.-per-thousand-sq.-ft. on Dec. 30-31. The greens were touched up with another 5-lbs.-thousand-sq.-ft. on Jan. 13. The tees were scalped down to take out as much thatch as possible. They topdressed tees heavily and brought the height back up to one-half inch.

Richards began rolling the putting surface during the Pro-Am on Wednesday and Thursday and once after the first round of the tournament. He brought the height down to .145 (accugauge), double cut in the morning and once after play was finished. The results were greens that were rolling 10 to 10.5 on the stimpmeter. Although Mark seemed to be worried about the



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