

Job board, directional chart improve crew's efficiency

By TERRY BUCHEN

LAS VEGAS — The job assignment board is crucial to “get the word out” to all employees about what specific duties they will be embarking on in their daily rounds. What better way to communicate to each employee what is expected of him or her and how important it is to the overall efficiency of the golf course management operation?

“We mounted our job assignment board in our employee breakroom/lounge. It has a white dry-erase surface, with individual names for all employees, that slide in and out, and which are engraved and made by a local sign company,” explained Kim Byron Wood, superintendent at TPC at The Canyons here.

There is ample space next to each employee's name to list their first and second job assignments. The Canyons' first assistant superintendent makes out the job assignment listing by 10 a.m. each day, then hands it to the equipment manager so he knows which equipment will be used the following day. He then posts the following day's job assignments on the board just before he leaves so it is ready the next morning.

He usually does not post the second

assignments until later that same day because priorities often change throughout the early-morning hours. The second assignments are usually posted just before the staff begins to come in off of the course from its early assignments.

“We can also be even more specific in writing down our second assignments if we wait until they are about to return to the turf care center,” Wood said.

“We have ample room on the board to be quite specific with each job assignment,” he added. “The more information we put down in writing, for all of our employees, makes the communication process that much better and more efficient.”

Each morning the first assistant goes over every job assignment with all of our employees as a group, with the listing for each employee on the board also in plain site. “A good example,” Wood said, “is where we list the exact bunker raking sequence that we want to follow, on the board, which is easily understood by our employees.”

“Except for obvious shotgun starts, our golfers begin play on the 1st tee only where we have an hour and one half lead time to prepare the course for them, usually 45 minutes before play begins when

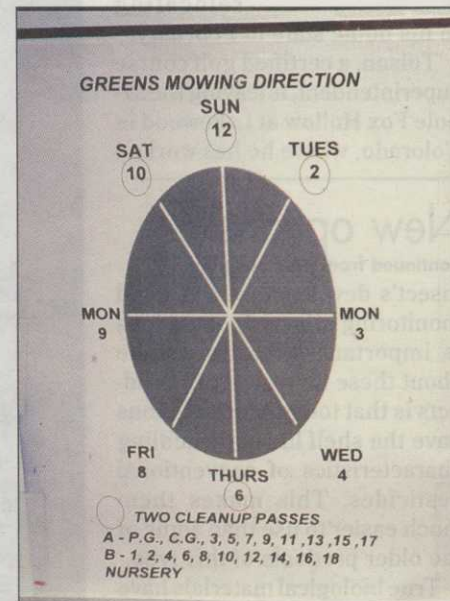


SHOP TALK

The employee job assignment board, right, with a greens mowing direction chart, below right, keep grounds crews informed and effective.

NAME	1	2	1	2
JON				
JOHN				
SHAWN				
MIKE				
JOSHUA				
NOEL				
MARTIN				
VICENTE				
PEDRO				
ISMAEL				
ROBERTO				
CECILIO				
CALLETANO				
ANGEL				
ARMANDO				

Terry Buchen photos



we encounter a frosty morning situation.”

A mowing-pattern clock is used every day and each individual day's mowing pattern is listed on the job assignment board for further clarification, Wood said.

Instructions for the cleanup lap procedure are listed on the board as well.

“Our routine for cleanup laps is at least every other day during the summer and twice weekly during the winter,” he said.

“We never assume that an employee knows what to do, so we always write it down on the board for easy, definitive clarification.”

Collier Miller, PGA Tour Properties' Southwestern regional director, and Cal Roth, director of golf course maintenance operations for its entire Tournament Player Clubs operations, “have standardized many of our successful operations that are proven winners in our industry,” Wood said.



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