

Reduce turnover

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formal job are brought into the workplace often aided by the values and work ethics of the senior staff here," she said. "The result is not only teaching on-the-job behavior but also positive lessons for life. Our maintenance department is a great place to grow our youth professionally and personally."

OBSTACLES TO ADDRESS

Of course, in experimenting with different alternatives and approaches, challenges are likely to develop.

"Over the past few years, we've shifted from a 75 percent seasonal staff to just less than 50 percent," said superintendent Frank Rendulic at the City of Dayton's (Ohio) Kittyhawk Golf Club. "In the process, we created several permanent, part-time staff positions [35 hours/week year round]."

"The intent was to be able to hire more qualified people. However, finding work for these folks during the winter season is a challenge," he continued. "It's possible that having a larger seasonal crew actually works better."

SOLUTIONS TO LABOR ISSUES

Two articles in this month's issue of *GCN* focus on solutions and different approaches to help reduce employee turnover rates at clubs.

Raymond Davies' article (see page 8) addresses the challenges of understanding the local community and demographics as well as devising a best worker profile to help identify the right candidate for the job.

On the club management side, hiring issues also exist as experts predict that the hospitality industry will need to add 20 million more workers by 2006 to support anticipated growth. David Hubbard's article (see page 21) covers presentations by these experts who outline ways to lower employee turnover rates at golf facilities. ■

CORRECTION

According to Dr. Stella Coakley, department head of Botany and Plant Pathology at Oregon State University, Dr. Elaine Ingham ("Compost tea slowly gaining golf converts" Feb. *GCN* 2002) is not an associate professor in that department nor is she employed at Oregon State University. Dr. Ingham was last employed by the University on a part-time basis in 1997 as associate professor/senior research. She then held a courtesy associate professor/senior research position in botany and plant pathology until June 1999. Since that date, she has not been a member of the department.

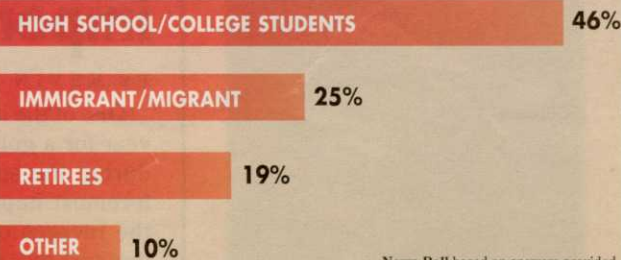
GOLF COURSE NEWS

GOLF COURSE NEWS POLL

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