

at any time to chart past progress, or for future planning. Mutual interest is another good reason why we should make reports. Through reports we can tell the story of course maintenance as it unfolds from day to day. Another why is evident in that through report-making a supt. elevates himself by becoming better aware of what he is doing and more alert to details involved. He is using a sound business approach to the management of a comparatively big business.

As for the how of reports, my program for reporting to my committee starts off with a most basic and yet most important item, our long term plans. Through this, club officials and supt. are able to interpret the type of maintenance the club wants. It clarifies the standard of maintenance desired by members and sets up a plan to achieve this standard. The form is very simple and is made up of three parts: the objective, the recommendations and progress.

Each area of the course is treated separately and all cover the same three points. As an example, let us consider the "tee program". The objective reads as follows: To produce tees of adequate size, level surfaces and with a tight turf that will withstand one-half inch mowing. The size of the tees are to be approximately 4,000 sq. ft. and are to be designed, where practical, to offer a variety of yardage settings.

Now that we have established the objective, let us look at the supt's recommendations: (1) Rebuild most of the tees to relevel and to increase size. (2) Use bent turf from old greens. (3) Investigate the use of Merriion bluegrass on tees. (4) Use maintenance technique similar to greens. (5) Use soil and seed mixture weekly for the repair of divots. Now we have the objective and the recommendation. All that is left is to record the annual progress in very brief form. This same procedure is followed for all areas as tees, greens, fairways, traps and landscape.

Each year our grounds committee goes over our long term plan and either approves or revises its contents. In this way we have a general continuity in our maintenance program and we do not find ourselves zig-zagging from year to year with trial and error practices. Our long term planning has been our answer also to the problem at some clubs where the frequent changing of committee members and chairmen tends to keep changing the general maintenance program.

With our long term plan established, we have started on the way to better administration and the next step comes quite easily. We set up an annual plan of operation. Under this plan we start out with each area again and list all items of maintenance for these areas and approximate dates. Using the tees again as an example, it would read something like this:

Fertilizing
Organic Nitrogen — Nov.

Complete — May & Sept.
Liquid — Summer
Fungicide
Mixture A. — Weekly, May through Aug.
Insecticide

Etc. Etc. Etc.

This list continues, showing mainly all items of material and any items I wish to list as reminders, such as root pruning, etc.

After we set down all the items of maintenance for all areas, then we have a pretty close cut picture of just how we intend to operate and what materials will be required. By now most of the work relied upon to formulate the annual budget proposal is completed.

We have discussed three types of reports: long term plans; the annual plans; and the budget. It follows that we should next be concerned with periodic progress reports. Here I make up a report for our committee which keeps it and myself informed as to how our plans are progressing. Our experience, under our set of conditions, has proved that this report should be made on a weekly basis during most of the year and on a bi-weekly basis during slack times. A weekly progress report contains the weather conditions for the period, the labor situation, the major items of maintenance accomplished each day and a few notations from the supt. on points of interest or information. We keep a file of these reports and they become a daily diary that has proved to be most helpful for reference.

We must remember that it is difficult for club members to realize what goes into the maintenance of a course and through these reports they are acquainted with what goes on behind the scenes. They become aware of our problems and accomplishments. I know many supts. feel that such a report takes too much time to prepare. I should add that the time involved is about five minutes each day to jot down the day's work and then about 30 minutes once a week to formulate the report. The club office reproduces and mails the copies. For this small effort, the benefits are numerous.

In addition to the aforementioned reports, I make up several other types of reports for the grounds committee that might be grouped together as miscellaneous reports. They include such items as equipment inventory, conference proceedings, committee meeting summaries and others. Frequently, club officials ask for a report on some special situation.

Progressive Education Leads to Self Improvement

By SHERWOOD A. MOORE
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Just what is progressive education and why is it the supt's responsibility?

Among other things, progressive education means: Attendance at turf conferences; At-

endance at Short Courses; Joining both the GCSA and your local association; Attending Field Days; Subscribing to publications that pertain to your work; Field testing new materials; Supporting programs that bring recognition to your job.

Why should the above items be your responsibility? Because they help you to attain your main objective — self improvement, betterment of job and making yourself more of a professional man.

Some years ago our New Jersey Association received a letter from the Veterans Administration requesting, among other information, the qualifications of a course supt. In our answer, we stressed that a supt. should be associated with a turf management organization, should attend short courses and conferences to keep abreast of new developments in turf management, and should be a person who is anxious to apply what research has taught or given him.

I don't have much patience with fellows who say: "Why should I join the Association? What good can it do me? Why should I go to the turf conferences — there is nothing new." That really jars me! Even if these fellows didn't think there was anything new, it wouldn't hurt them to brush the cobwebs out of their minds and get thinking progressively. Anyway, there are plenty of old things well worth reviewing and learning for the first time.

Twenty years ago, when I first took a job as a supt. I could have written a book on turf management. But now, I wouldn't attempt it!

As the supt. assumes responsibilities that come with progressive education, he should impress upon his club officials that it is to their advantage to underwrite his expenses to schools, conferences and meetings. It is a small investment for the dividends received.

Employee Wants Security, Recognition of Ability

By WARREN BIDWELL
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A golf course working staff must have talents equal to the varied tasks which confront it from time to time. When some new phase of maintenance is encountered and a better understanding on the part of the staff is required, an on-the-job training plan may be necessary. In most cases, however, a new man is trained and integrated with older, reliable employees.

When new problems are under consideration, a supt. will be wise to entertain ideas from members of his staff. When practical thinking has been offered and proper recognition given, staff members have a feeling of belonging to and being a part of an organized team. We should make every effort to encourage employees to think as they work.



Presidential Escort - John Gray (l) and John MacGregor (r), former GCSA presidents, convoy Paul Weiss, newly elected head of the organization, to the podium.

Ability and attitude of staff member is considered his No. 1 asset; next in order is his attendance. Many supts. have learned that members of their staff who live within five miles of the club usually are most reliable men in attendance. Also, their nearness to the job makes them readily available for emergency use. Keeping good men and giving them job security through steady employment and offering them accepted benefits are of paramount importance in our business. Fortunately for the supt., the practice of seasonal hiring has been on the decline in the last 15 years.

In this day of many fringe benefits for industrial employees, what has happened in the golf business that enables us to successfully compete with industry in holding key staff members on a yearly rather than a seasonal basis? Some clubs pay a basic salary and offer a bonus at the end of the year which has been subscribed to by the membership on a voluntary basis and is, therefore, non-taxable. Other clubs cover their employees with the hospital services which are available at no or low cost. One Eastern club, with a rather broad outlook on employee relations, has put into effect an annual wage for maintenance employees. They are guaranteed a minimum salary, complete medical-surgical coverage, a

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