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with both professional and mgr. makes all aware of the work and what it takes to keep a course in good condition. Unfortunately, many of these men have no idea of the extent and scope of a supt's knowledge and what goes into the maintenance of a good course. In this way, also, the pro can act as a go-between between golfers and the maintenance dept.

Superintendent Should Play

I have always thought it most important for the supt. to play his course as often as possible in order to get the players' viewpoint. I think a golf game with the pro now and then, and perhaps a pro-supt. tournament once a year promotes needed harmony. Also, attendance of the mgr. and pro at an occasional meeting of the local turf associations enables them to get a better concept of work being done in the turf field.

I feel that the need for cooperation between the three dept. heads is greater today than ever before with labor and material costs being what they are. This cooperation will help provide the membership with a better organized club, both in services rendered by the mgr. and pro. and in a more playable course.

Closely Examine All Elements of the Job

By J. M. MAC KENZIE

Manager, Institutional Engineering,
Toro Manufacturing Corp.

One way to study jobs to reduce the time and effort put into them is to sort their elements into productive and non-productive work. Perhaps many times sizeable amounts can be eliminated by challenging the entire job or its parts. For example, is it necessary to trim or rake as often as is specified? Can trap raking be completely eliminated or should it be left up to the players? There are many questions such as these that should be asked.

If it is decided that a certain job has to be done, ways should be found in which it is to be done most effectively. Obviously, the first thing to do is to assign it to the employee who does it best. A major part of a supt's success depends on planning, seeing that plans are carried out, and then re-planning to correct errors between plan and action or plan and needs. Delegating authority and responsibility

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comes under the head of planning. If the supt. has 10 employees, less and less time is available to him for making plans. If he has 20 people under him, it is further reduced. With either number he owes it to himself and to the club to train assistants to relieve him of the task of making hourly decisions. This gives him more or sufficient time to do his planning and, even more important, provides for continued operation of his dept. when he is away due to vacation, illness, etc.

Special Training

Some of the projects in the annual plan, or provided for in the budget, can be carried out by one team of employees. Quite a few of these jobs require special skills. The supt. should give more than passing thought to these assignments and the qualifications and training necessary for the employee or teams of employees to handle them. Careful selection in this respect can produce superior results.

Supervision is justified only insofar as it helps the man who is doing the work. A good supervisor must know what he wants done, tell his men what he wants done and help them do it in the easiest possible way. He must forget his feelings of position and pride to make it possible for the man he supervises to increase his output

to the extent that it helps pay the added cost of the supervisor's salary.

Measurement of Performance

The effectiveness of management can be measured in some areas, and comparatively judged in others. Performance can be measured financially against the bud-



get; quality of effort by the total annual compliments or complaints. (Has any supt. ever kept a close record of these? It might be interesting to do so.) The effectiveness of the employees' work can be judged by time standards, but quality only by close personal examination by the supt. He must have definite and preconceived ideas of the kind of quality he wants.

At least twice a year the employee should be brought up to date on his performance. If his work is satisfactory, telling him so not only encourages him but helps to bring even greater improvement.

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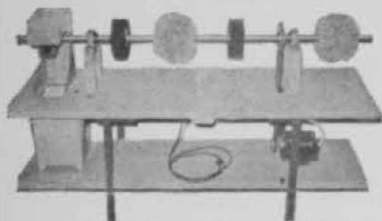
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If it is below standard, he'll never improve unless the supt. tells him that improvement is expected.

Assistance Not Dominance

Management is a function of assistance rather than dominance. Recognition of good work redounds to the benefit of the supt. In most cases, constructive criticism of poor or only average performance can also work to the advantage of the supervisor.

A full manhour of work can be realized only through the courtesy of a sensitive human being. Each employee has feelings of love, hate, happiness, sorrow, pride, shame, security and uncertainty. One management consultant sums up a basic tenet for supervisory employees in the words: "The most insulting and dangerous thing you can do to another person is to disregard him as if he didn't exist. If you can't say 'good morning' to the fellow who works for you, then you are taking money out of your own pocket." Call your employees by name and learn a little something about each of them. Discuss their problems with them if necessary.

You rise or fall because of your employees. Treat them with dignity and tact and they will help you carry out your plans more perfectly than you ever dared to expect.

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By **MORRIS E. BLOODWORTH**

Associate Professor of Agronomy,
Texas A & M College

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