not done us justice. There have been to many members without the mailing or the mailings have come too late. We will try to rectify this situation in the very near future.

I would like to give you a list of the committee Chairman who so graciously excepted an appointment and were not afraid to get involved in association activities.

Bill Eckert
Bill Sell
Wayne Otto CGCS
Woody Voigt
Bill Douglas
Jerry O'Donnell
Skip Willms
Dan Quast CGCS

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These are super guys and any help you can give them will be appreciated.

Al Vrana, CGCS

Our second meeting at Oconomowoc C.C. featured a golf course conditioned for the professionals and a wind that was strong, to say the least. Our thanks to Harvey Miller and his staff for the fine day.

Event winners were Skip Willms, Charlie Shaw and Ron Schara. Low net for the day was Ed Devinger with an 83. Low gross was a monumental 54 by Walt Taylor.

Next month at Alpine Valley we will be having a Best

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Ball Foresome. Get your group together now! See you on June 7.

Bill Douglass

THE MADISON REPORT

The first letter is from Mark Kienert, a senior at the University of Wisconsin, Madison. After reading this letter, I felt that it made my day. I think that it will make yours also.

The second article "The Assistant" is written by the Assistant Superintendent at Maple Bluff, Tom Harrison. The two gentlemen have helped to contribute to what is the best "Grass Roots" issue yet.

Dear Members of the WGCSA:

As a graduating senior in the turf management field, I would like to speak for myself and my fellow students for the membership benefits you have extended to us. I have enjoyed receiving the "Grass Roots" and other literature from

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your organization. As a senior student, I have had the time to take advantage of your meetings and programs and have found them conducted in a most professional manner. I am all for the idea of having professional men comparing similar problems and finding common solutions.

I would also like to publicly thank a man whom has done more to groom students to become good superintendents than any other. That man being Dr. James R. Love. I thank him for his endless dedication to our cause and the promotion of good turf. It is giant of a man who will lecture and teach labs for 10 hours a day and still find time for a (3) three hour turf class. I would like to thank the superintendents in the Madison area who have contributed to those meetings and have given their ideas to help mold ours. They have acted as our advisors. If they can act as a representative sample of your membership, then you can be proud of your organization, for it is surely a good one. With good leadership, it will remain strong.

> Yours truly, Mark Kienert, Senior-U.W.-Madison

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"The Assistant" By Tom Harrison

The golf industry has undergone many changes over the years. In the last few years, the game has seen graphite club shafts and aerodynamically designed golf balls to name a few. The maintenance end has seen many changes itself. Years ago the prime function of a golf course greenskeeper was strictly mowing and keeping of the greens. But along with a change in title have come added duties and responsibilities. Superintendents are into all phases of construction. They are into planning and design as well as carrying out the work. The actual mowing and other routine course work have changed as well. These functions must now be done with greater burden on the superintendent. He has to deal with many new duties and responsibilities. However, he has met these new challenges with modern equipment and ideas. Bigger and more sophisticated equipment was purchased to get the job done faster. Radio communications and automatic irrigation have been added to increase efficiency. Time has become critical with the emphasis on getting the most out of each man hour per day.

But there is one management tool that could greatly increase efficiency and lesson the burden on the superintendent. That is the use of an assistant. There are many people who are called assistants, but the definition is very broad. In some cases the title assistant is merely that, a title, given to a man in lue of a pay raise. In some cases the mechanic or fairway man are called assistant. In very few cases is an assistant used to his fullest

capacity. The assistant could be a tremendous aid if used to the fullest extent. A superintendent in the course of a day has to perform many tedious and repetitious jobs. They are important to the running of the golf course, vet very time consuming. Some of these routine jobs are crew supervision of routine work, mechanic work and supervision. record keeping and parts ordering. If the superintendent were willing to give up a few or all these duties to an assistant it would free him to concentrate on other areas. He could spend more time planning projects; supervising projects; and increasing communications with members, pro, and manager. He could take a more overall view of the maintenance operation if he was not so tied up with small problems.

Hiring an assistant is relatively easy. However, it is not easy to find the right man to work closely with the

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superintendent. He must be able to carry out the work of the

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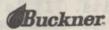
superintendent the way the superintendent wants it done. The assistant must not let personal ideas interfere with carrying out the job the way the superintendent wants it done. The assistant when called upon to make decisions, must make them along the lines of thought of the superintendent. When the superintendent is absent for a day. a week, or a month the golf course should be able to function fairly close to normal. This closeness in thinking between each man comes with hiring the right man and working together as a team.

From an assistants point of view, he is looking for a little job security, room to make some decisions and some challenge to the job. The assistant has several ways to look at his job. He may feel that his job is merely a stepping stone in his career. He may look at it as a two or three year internship period or he may look at it as a

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full time job with no immediate plans to move up the ladder. Some people have this hangup about being second in command. They feel that this is like being a second rate person. Not everyone can be a chief or number one. Someone must be number two man in any operation. There is no reason that being number two man cannot be thought of as a full time career opportunity. It would certainly be advantageous for the club hiring an assistant to retain him as a permanent employee. He could become a very valuable member of the club staff. It is up to the superintendent and club officials to provide the two main ingredients to retain an assistant and interest him in becoming a permanent staff member. The first is the right working conditions which include the giving of responsibility, creating job challenges, and room to make his own decisions. The second item is money and fringe benefits. The club cannot pay poorly and expect the man to stay. If the pay is poor, he will work his two or three years and move on. This is to no benefit to the club. The club loses the first year or so to training. It is very difficult to say how much is too little or too great as far as pay and benefits are concerned. Money available for salaries varies from club to club. It would be easier to judge what you should pay for an assistant if you know what others are being paid. There seems to be a great taboo placed upon one man knowing what another makes as far as salary and fringe benefits. It is a strange thing, it is partially wrong, but it is human nature. Some day as professionals, I hope that we can overcome this. I am not afraid to state where I stand financially. I am neither ashamed nor proud of my salary. But I would like to use myself as an example to state my duties, responsibilities

and salary. I feel that this would give a better idea of where, at least, one full time assistant stands in our state.

I started in the 1960's at Nakoma Country Club in Madison. I worked there three years under Peter Miller. I then went into the U.S. Navy and when I was discharged I went to work at Maple Bluff under William Eckert. When I was hired at Maple Bluff in 1968 I was to be worked in as assistant if I wanted the job. I started out at \$7,000 a year with no benefits. Over the years my duties and responsibilities have increased. I do all crew supervision and work assignments as far as day to day work. On Construction projects and such I take care of the golf course while Bill Eckert personally supervises the construction. I may pitch in when I'm free but my responsibilities lie with the course. I also do some hiring and firing of employees. Up until last November, I did most of the mechanic work. In November I hired a young man from technical school to spend a years apprenticeship under me as a mechanic. He will eventually take over the greater share of the mechanics duties. Last of all I take care of the parts ordering and inventory system. Since 1968 my pay as well as salary have increased with my duties. I now make a little over \$14,000 a year. I have full family medical coverage, full club retirement plan, three weeks paid vacation, paid membership in the GCSAA and WGCSA, paid expenses to the national conference each year and use of a '73 Jeep vehicle for personal transportation. Maple Bluff is not the wealthiest club in the state by any means but they believe in retaining their staff. They believe in as little interference to their staff as possible as long as we produce. It is a very fair and workable arrangement. The relationship between Bill Eckert and

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myself is very good. He gives my my area to operate in and I try to do my best within this area. We are always ready to cover for one another when either of us must be away. I try to make all decisions along Bill's line of thinking. It is his golf course and he is ultimately responsible for all decisions made no matter who makes them. I would not think of doing something contrary to his line of thinking.

I hope I have shown the areas where an assistant could improve the course operation. Only the superintendent can decide whether an assistant will fit into his operation. An assistant would prove to be a very valuable management tool if used wisely.

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