

PDI-

(Continued from Page 9)

Professional development starts with understanding the marketplace--what the employers of golf course superintendents need, want and value from the people who manage the game's most critical asset.

Competency analysis fleshes out the generalized profile from marketplace analysis by detailing the knowledge, skills, and attributes required of superintendents to satisfy the needs of employers.

Education in its many forms and delivery methods provides the means for superintendents to fill any gaps between current competencies and needed competencies.

Marketing: The value of a GCSAA branded or credentialed superintendent is "sold" to employers. Members are encouraged to pursue professional and personal growth through a variety of means.

The PDI provides the means to link together the components that will permit us to achieve our goals--namely, better recognition, better compensation, more opportunities and at the same time, improve the game of golf.

Before you see the details of the PDI, here's a brief history of how it came to be. In early 1997, GCSAA embarked on a journey to develop a system that would elevate the professional qualifications and recognition of golf course superintendents through enhancements of their knowledge, skills and abilities.

A volunteer member group, the Membership Standards Resource Group (MSRG) was appointed to lead the development of the initiative. Four committees supported their efforts: Education, Membership, Certification and Career Development.

In July 1997, the MSRG approved four major research projects to advance the Professional Development Initiative:

1. Job Analysis Study -- to determine the range of knowledge and skills necessary for the golf course superintendent now and in the future.

2. Membership Study -- to learn more about members' educational needs and preferences.

3. Employer Study -- to determine what employers value in their superintendents now and in the future.

4. Education Study -- to analyze current GCSAA educational strategy and programs.

SRI International, formerly the Stanford Research Institute, was retained to conduct the research studies. In October 1998, SRI submitted a report with their findings. SRI's strategic recommendations were unanimously adopted by the MSRG and the GCSAA staff was directed to immediately begin implementation of the recommendations.

After a national search where more than 30 vendors were considered, Franklin Covey of Salt Lake City was chosen to assist GCSAA in implementing the SRI recommendations. Franklin Covey was chosen because they have extensive expertise and experience in bringing together the various

(Continued on Page 13)

Tackles The Nasty Spots

That's The Beauty Of A National.

Trust a National's flexible, four-wheel, low, low center of gravity design to make simple work of berms, banks and bunkers — all of your course's toughest spots. Better yet, we invite you to test the rugged, hill-hugging tenacity of a National for yourself.

Contact us for a test drive:
1-888-907-3463
www.nationalmower.com



NATIONAL MOWER COMPANY

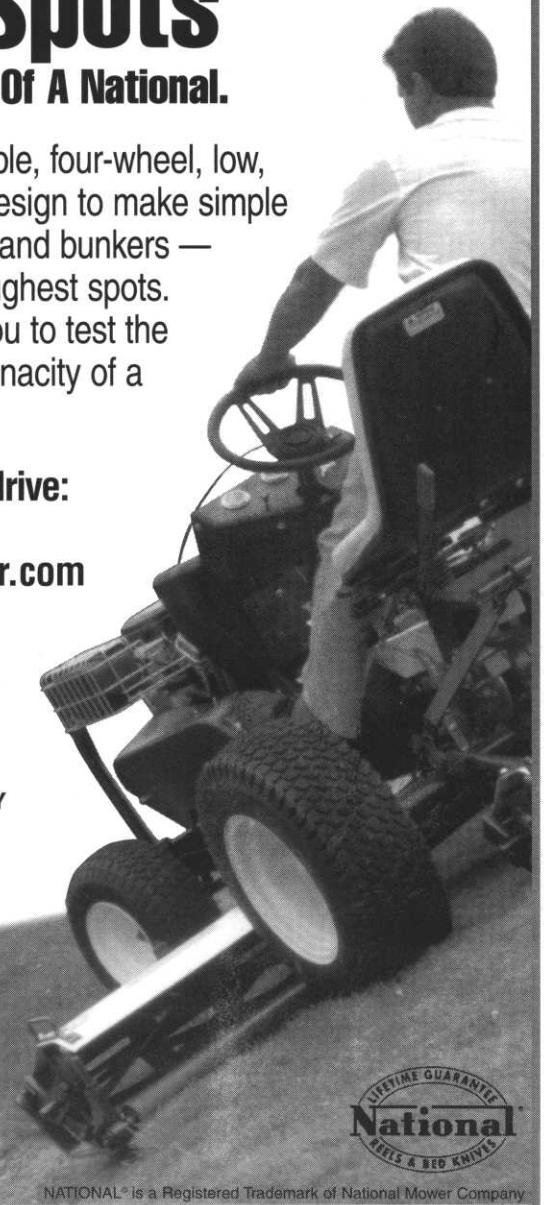
SINCE 1919

700 Raymond Avenue

St. Paul, MN 55114

Fax (651) 646-2887

Email sales@nationalmower.com



NATIONAL® is a Registered Trademark of National Mower Company

A Successful Season... Starts with Century Golf Course Services



Century offers the complete line of Hunter Golf products to help you control water, labor and energy costs. Featuring Hunter rotors, valves, Genesis central satellite and Viking decoder control systems.

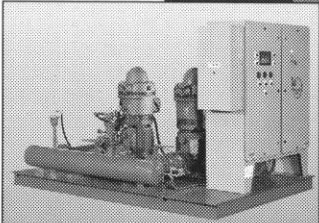


Hunter Golf System



SyncroFlo, Inc.

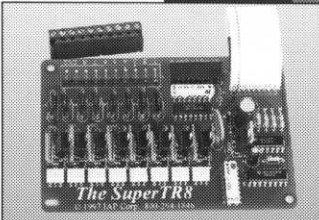
Efficient and economical, SyncroFlo pumping stations are the solution to many golf course irrigation problems.



SyncroFlo Eagle Pumps

BoardTronics™

Repair or upgrade your Rain Bird or Toro golf controllers. Replacement boards can be shipped from the Century National Service Center within 24 hours. Call 888-855-9132.



Controller Board Repairs



Improve water quality with an aerating fountain, or create water features from existing golf course streams and ponds.



Aqua Master Fountains

CENTURY RAIN AID

Sprinklers • Valves • Controllers • Pump Stations Controller Board Repairs • Fountains

An inviting, well-maintained course means challenging play...and a profitable season. As a golf superintendent, you can achieve this success with Century Golf Course Services. Century's team of professionals can help you solve irrigation or drainage problems and show you what's new in clubhouse lighting, water features and more. Call today for a free catalog and on-site consultation.

800-347-4272

www.rainaid.com

CENTURY GOLF PROFESSIONALS ♦ MINNESOTA

> DON CHELMO ☎ 612-509-9290

> JOHN MARKESTAD ☎ 608-742-0377

PDI-

(Continued from Page 11)

be parts of the Professional Development Initiative. Franklin Covey has been tasked to do 8 things, as outlined.

Among the most important tasks that Franklin Covey has been hired to do is to prepare superintendent competency profiles. "Superintendent competency profile" is an academic term that means "figure out what successful superintendents do and write it down."

Let's see why competency profiles or models are important to each of us.

As the name suggests, the Professional Development Initiative is all about improving our knowledge and skills and making good decisions about career choices. The key to professional development is the competency model. A competency model is a catalog of the knowledge and skills required to perform successfully as a golf course superintendent..

The competency model provides the facts necessary to make good decisions about your career development. By assessing yourself against the model, you identify opportunities and pathways to improve your skills and take control of your career.

Let's look at a competency model for superintendents.

As explained earlier, SRI conducted research (superintendent focus groups and interviews) to identify the superintendent competency categories and organized them into the cluster. Franklin Covey conducted additional superintendent focus groups to validate and "flesh out" the competency model data.

So, the information in the superintendent competency model comes from working superintendents from around the country. In fact, you may have been involved in either the SRI focus groups or those conducted by Franklin Covey.

The competency model consists of three major components: competencies, levels of proficiency and performance statements. Competency categories (superintendent skills and knowledge) organized into appropriate clusters. The Franklin Covey consultants were amazed at the range of knowledge and skill required to be a superintendent. Some of our employers would also be amazed by this list.

Proficiency levels. Below each competency category is a series of five boxes labeled Level 1 through Level 5. These boxes are used to classify the level of proficiency or skill that a superintendent has in each competency category. Proficiency ranges from a Level 1, who is a novice, up to Level 5, who is an expert in that competency category.

Performance statements. Within each Proficiency Level are performance statements describing the observable behaviors of superintendents performing at that level of proficiency.

Let's look at what these performance statements might look like and discuss what they mean.

Level 1 proficiency is not much more than awareness of the category. Level 2 means that the performer needs considerable help or coaching in the category. Level 3 involves less assistance in performing. Level 4 is the ability to per-

form well in the category without assistance and to coach others. Level 5 indicates mastery of the category and the ability to invent new approaches in that area of knowledge or skill.

Some people ask: "Shouldn't a successful superintendent need or want to perform at Level 5 in every competency category?" The answer is an emphatic no! This is not like grades given in school where the goal is make parents

"PDI is all about improving our knowledge and skills and making good decisions about career choices."

proud by getting "As." The goal is to perform at the level of proficiency required for a particular job. Only rarely would a superintendent be expected to perform at Level 5 in any competency category. More typically, expected proficiency will range from Level 2 to Level 4.

For example, a superintendent at an Arizona course may need to be a Level 4 in competency regarding irrigation systems, but a superintendent in Northwestern Washington State may only need to be a Level 2 or 3.

Expected proficiency levels in each competency should
(Continued on Page 15)



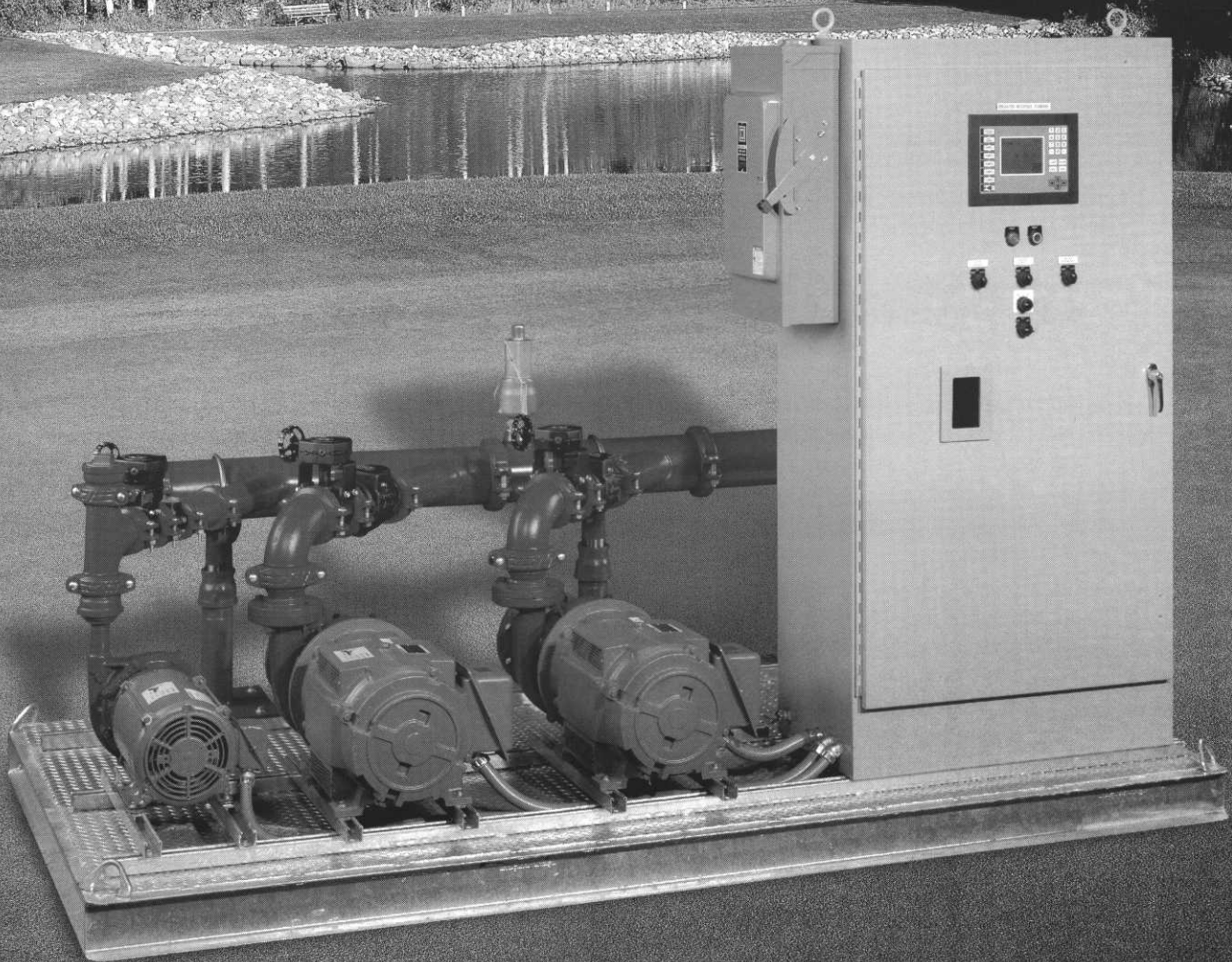
Without you, who knows where we'd be.

Thanks for placing our products where they belong. On your golf course. 1-888-893-2433



HYDROLogic™

Water Management Systems



**Plymouth, MN • Eagan, MN • Maplewood, MN • St. Cloud, MN
• Sioux Falls, SD • Rapid City, SD • Des Moines, IA**

1-800-422-1487

PDI-

(Continued from Page 13)

be established in performance discussions with your employer. The competency profile can be helpful in that discussion if you choose to use it.

Now that you know the components parts of the competency model, let's talk about how you might use the model.

The model permits the several profiles to be developed for individual superintendents:

- My current competencies
- My current job
- My next job
- Member classification
- Member Certification

As stated earlier, the competency profile can also be used for performance discussions with your employer if you choose to use it in that way.

In short, the competency profile provides fact-based information to assess where you are and how to get where you want to be in your career.

Let's see how a competency profile can help you in career planning and development.

Let's suppose that you have done your personal assessment and it looks like a graph.

The graph line shows how you might have assessed yourself against the proficiency levels in the various competency categories. The graph line does not extend over into the personal skills cluster because these competencies, while important at the personal level, are not likely to be measured as part of career development.

This personal profile provides the baseline for analyzing gaps between your current profile and the profiles that may be required for career advancement or attainment of professional credentials.

Take a look at a hypothetical superintendent -- Forest Green -- and show you how Forest could use the competency model for professional development -- which could involve such things as:

Developing needed skills to enhance performance in his current job.

Preparing for his next job.

Preparing to meet the GCSAA requirements for member classifica-

tion or certification.

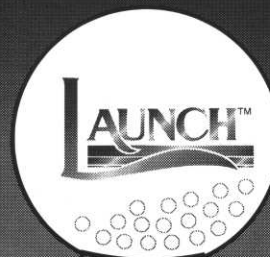
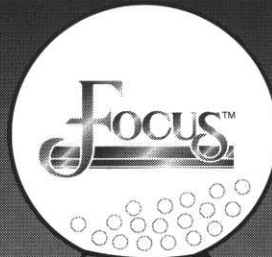
Forest currently works for a 9-hole municipal course, but eventually wants to be the superintendent at a large private club course.

The competency model can assist him in understanding his current competency status. The graph represents an assessment of Forest's current proficiency levels for each competency. This assessment could be based on a self assessment, self and boss, or self and several others, including boss and peers.

The green graph represents the required proficiency levels for his current job, as determined by discussions between Forest and his boss.

(Continued on Page 17)

PAIR FOR THE COURSE



TURF BIOSTIMULANTS

Don't Play Around With What They Play On

Increased root mass and root depth. Optimal plant utilization. Health and vigor. Focus and Launch pair up to deliver the kind of results that get your golf course noticed by top players . . . again and again.

Launch new sod or seed, and you'll see results within days.

Focus on distressed areas, and you'll be amazed at how fast they recover.

Turf grasses become more vigorous. Your course becomes more wealthy. And everyone will know you're wise.

Get out of the rough and onto the green with FOCUS™ and LAUNCH™.

Always read and follow label directions.



1-800-821-7925
www.pbigordon.com

FOCUS and LAUNCH are trademarks of PBI/Gordon Corp.
© 1999, PBI/Gordon Corporation. REGBIO/499

BUY NOW. SAVE \$2,000!



King of the Greens.

Jacobsen® Greens King™ V

For 30 years, Greens King triplex mowers have set new standards for cutting precision on greens and tees. The newly redesigned Greens King V raises the bar even higher with fully floating, steerable reels, the patented Turf Groomer® turf conditioner and exclusive FlashAttach™ mounting system. With FlashAttach, you can literally change cutting units in minutes without tools. And improved ergonomics makes the ride just as smooth as the cut. To make the Greens King V the king of your greens, come in or call today.

North Star
Turf Supply

3080 Centerville Rd.
St. Paul, MN 55117



www.ttcsp.textron.com
ASJ-GKV-0599 © 1999 Textron Turf Care And Specialty Products.
All rights reserved. Printed in the U.S.A.

JACOBSEN

TEXTRON
TURF CARE AND SPECIALTY PRODUCTS

PDI-

(Continued from Page 15)

Notice that by analyzing these graphs, we can easily identify Forest's strengths as well as developmental needs in his current job. In some competencies he is performing above his employer's expectations and in other cases below expectations. In the places where he has a negative gap -- performing below expectations -- Forest has a need to strengthen his knowledge and skills. He can use the gap data to tell him where he needs additional education, training, or perhaps mentoring. Helpful in improving performance in your current position and in preparing for a new position. The profile is also very helpful in preparing to meet professional credential requirements.

This chart illustrates what the GCSAA "Branded Class A" membership proficiency may look like. These are mock graphs. Members will determine what the actual levels will be. For our purposes let's assume the orange line represents the competency profile of a branded Class A member.

Forest appears, based upon his self assessment, to meet or exceed most of the requirements for Class A membership, with a few gaps to close. After he takes steps to close the gaps, he will be ready to take the GCSAA classification test.

By using the competency profiles, Forest has three simple but powerful charts that point to competency areas he should strengthen in order to meet his career goals. He can use this information to decide what development activities he should pursue.

At this point you may be wondering how Forest created his competency profiles. Glad you asked. Forest (and all of us) can quickly and easily create these profiles using a web-based software tool called HR Web. A video will soon be available to show you how the software tool works.

A paper-based version of this profiling tool will be available for superintendents who don't have access to computers or the web.

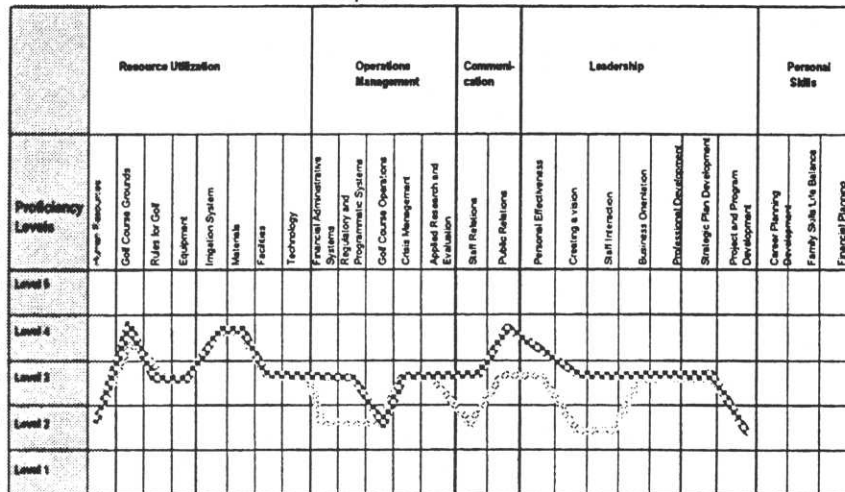
As you can well imagine, competency modeling involving multiple competencies, five proficiency levels, and 20,000 plus members generates a lot of data. To manage this whole process, we will use the HR Web. HR Web provides a data management tool that has these outlined features and characteristics:

- Is easy to use and interpret.
- Is based on the competency profile created by superintendent focus groups.
- Does individual "competency gap analysis" for professional development, member classifica-

(Continued on Page 24)

Golf Course Superintendent Competency Profile

Expertise Clusters



Key = My current status
"Branded Class A" membership

Mock model—proficiency levels to be determined



Think of it as a horse
with knobby tires and a bench seat.

Filling all your golf course
and turf needs.

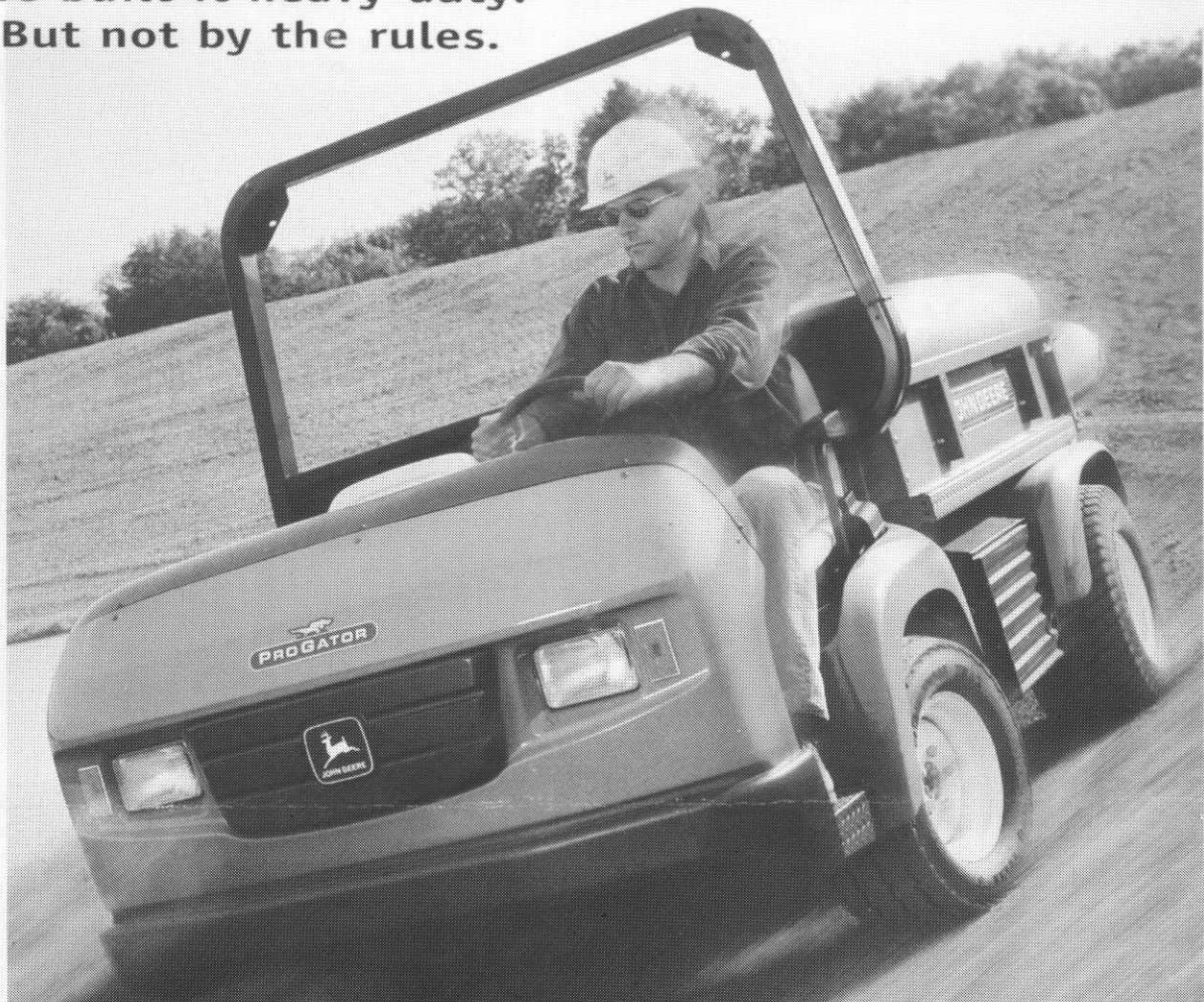


E-Z-GO Division of Textron THE FINEST UTILITY VEHICLES IN THE WORLD.™
5105 W. 35th St.
St. Louis Park, MN 55416
(612) 922-1550
800-210-9214

© 1999 E-Z-GO Division of Textron Inc. • 1-800-241-5855
www.ezgo.com • e-mail: ezgo@ezgo.textron.com

SALES SERVICE LEASING PARTS

**We built it heavy-duty.
But not by the rules.**



The ProGator® Utility Vehicle from John Deere.

With the John Deere ProGator, the idea of a heavy-duty utility vehicle just got redefined and redesigned. No other vehicle combines the strength, reliability, and flexibility of the ProGator UV.

You can see the difference just by walking through the operator station. It's wide open, making it easy to get on and off.

Driving is a different feel as well. A five-speed, synchro-mesh transmission allows for seamless shifting — no more overlapping gears. And the

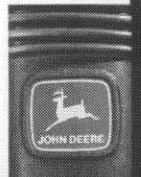
hydrostatic steering provides for precision control and tight turning.

If you have a ton to haul, then this is your vehicle. The ProGator UV weighs in with a hefty 2,650-pound load capacity. Strength also comes in the form of a one-piece axle supporting the rear wheels.

Heavy-duty for any duty. The ProGator UV has the strength and versatility you need, and the performance no other vehicle can top. Call for a demonstration today.
www.deere.com

J.D. Turf

12040 Point Douglas Drive S.
Hastings, MN 55033
Phone: (651) 437-7747
Fax: (651) 437-3483



Nothing Runs Like a Deere®

CLASSIFIED ADS

FOR SALE

1970 Ryan Spread Rite Walking Topdresser
\$100

1995 Friend Speed Roller with Trailer
\$2,500 or Best Offer

1994 Lindig Shredder for Dirt.....\$100

1967 Rogers Leaf/Debris Sweeper
Model 720E, 12 h.p. Kohler.....\$200

Contact: RED or MIKE
Edina Country Club

(612) 922-9012

FOR SALE

Toro Pull Gang
All 7 units have new bedknives.
Reels are sharpened.
Ready to Cut.

Plus:
7 Extra Complete Cutting Units.
\$2,500

Contact: CHRIS HASBROUCK
Daytona Country Club

(612) 427-6110

FOR SALE

Jacobsen Trap King
With a New Honda 8 h.p. Motor

Contact: DAVE SIME
Benson Golf Club

(320) 843-2109

FOR SALE

100 Gallon Pressure Tank
Used One Season. Make Offer.
(2) Toro Greens Aerators 1987 & 1990
Excellent Condition. Ready to Work.
\$3,000 and \$3,500

1982 Diahatsu Cart. Runs Great.
\$1,500

1985 GM300 Greens/Tee Mower.
Good for Mowing or Parts. \$1,400.

Contact: MARK LINDBERG
Edgewood Golf Course

(701) 293-5493

FOR SALE

1998 Toro 325-D
With Articulator Deck. 220 hours.

1998 Ryan GA-30 Aerifier. 220 hours.

Landpride Overseeder. 48".
Minimal hours.

Landpride 3-point Mower. 72" PTO.
Minimal hours.

Contact: TIM or SCOTT
Spring Hill Golf Club

(612) 476-4875

FOR SALE

Complete Groomer Set for Greens King IV
Rollers in great shape....\$600

Two National 68" Triplexes
Working condition.
Kawasaki FG300 Engines....\$400 each.

Foley Model 388 Reel Grinder....\$400.

Contact: JEFF or MICHAEL

(507) 373-1061

FOR SALE

1999 E-Z-GO Oasis Beverage Cart
with Food Warmer.

Switching fleet to Club Car.
Less than 20 hours on cart.
Mint condition.

Asking \$9,000 or best offer.

Contact: TOM
Brackett's Crossing

(952) 435-2543

FOR SALE

Toro HTM 175 Fairway Mower.
New parts last season.
\$6,000 or best offer.

Contact: MIKE
Bluff Creek Golf Course

(612) 445-5588

FOR SALE

1994 Jacobsen Aerator.....\$3,500
1970 F-10 Reel Mower.....\$3,200
1989 Mars Sweeper.....\$600
1988 Jacobsen 720 Sweeper.....\$2,000
1988 Turfcut II (971 hrs. w/fail mower
and Snow blower\$6,000
1997 Flail Mower (alone).....\$1,500
1991 Snowblower (alone).....\$2,000
1968 Ford 3500 Backhoe.....\$7,000
1993 Jacobsen Greensking IV.....\$4,500
1994 Jacob TriKing 1,783 hrs.\$3,000
1970 Ryan Greensaire 30.....\$400
1980 Ryan Greensaire 30.....\$800
(or best offer to above prices)

Contact: PAT or ERIC
Dellwood Hills Country Club

(651) 426-4406

USED EQUIPMENT FOR SALE

Cushman 3-wheel Turf Trucksters with
Hyd.Dump from.....\$2,995
Cushman 4-wheel Turf Trucksters with
hyd. dump from.....\$4,795
E-Z-GO Trucksters with hyd. dump
from.....\$1,995
Cushman 60" Front Line Mower...\$3,500
Cushman Core Destroyer for Cushman
Mower.....\$2,495
Toro 455 11" Rotary Mower.....\$9,500
Toro 215 Triplex Trim Mower.....\$1,995
Toro 300 Greens Mower.....\$1,995
Jacobsen 5111 11" Rotary Mower..\$9,500
7-gang PTO Drive Reel Mower.....\$2,995

CUSHMAN MOTOR CO., INC.

**(612) 333-3487 or
(800) 759-5343**

FOR SALE

1998 Toro 2300-D
3-wheel Drive
Perkins Diesel w/ 200 hrs.
Like New!

1994 Toro 216-D
3-wheel Drive
Perkins Diesel w/ 420 hrs.
Excellent Shape!

Both Machines are ground, serviced
and ready for the 2000 season.

Contact: ERIC PETERS
Southbrook Golf & CC

(320) 274-5355

**CLASSIFIED ADS ARE
FREE TO MEMBER
SUPERINTENDENTS**

**CALL, FAX OR E-MAIL
THE MGCSA OFFICE**

TEL: (612) 473-0557

FAX: (612) 473-0576

TOLL FREE: (800) 642-7227

E-MAIL:

scott@mgcsa.org

CHECK OUT THE MGCSA WEB SITE AT
mgcsa.org

SPRING/SUMMER HOURS

IRRIGATION AND COMMERCIAL PARTS

7:00 am – 5:00 pm, Monday – Friday
(Plymouth, Fridley, Burnsville, and Fargo Locations)

8:00 am – 12 Noon, Saturday
(Plymouth Location ONLY)

With the exception of May 29, July 3,
and September 4 when we will be closed for
the long holiday weekends.

These extended hours will continue
through mid-September.



REELMASTER® 3100-D with Sidewinder Cutting Units

- Varies tire tracking – reduces compaction and wear
- 23" of overhang – trims closer
- Shift all 3 cutting units uphill for safer, better traction – no scuffing
- Outfront operator visibility

EQUIPMENT SERVICE

- Trouble Shooting
- Cutting Unit Rebuilding/Sharpening
- Electrical Diagnostics & Repair
- Hydraulic Diagnostics & Repair
- Engines – Motor Repair/Rebuilding
- Field Service

Call Randy Mackeben, Ext. 229

A Tradition of



GROUNDMASTER® 3000 with Contour 82 Deck

- Out front deck with right hand trim offset
- Cutting width: 82", height-of-cut: 1–4"
- Rear discharge with partial recycling
- Mows up 4.6 acres per hour at 5.5 mph
- High efficiency blade drive

AVAILABLE

- Product Demonstrations •
- Equipment Finance Programs •

*Contact Your
MTI Representative Today*

IRRIGATION SERVICE

- Pump Station
- Trouble Shooting
- Refurbishing/Updating
- Solid State
- Electro/Mechanical
- Field Service

Call John Artus, Ext. 205