

Supervision of Labor

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Labor is one of the largest expense items in a Turf operation. A 10 per cent increase in productivity of labor will make a significant raise in income. Supervision is working with people and people are people wherever we find them. The suggestions made here may or may not work in the Turf business but they have worked for many, many other managers.

Behavior

The reason it will work is because *the behavior of people is caused*. People like to speak as they feel, they want to dominate, they want to be liked, they want to be approved of, and they want to cooperate. Our job as a manager is to have these people want to dominate for us and cooperate with us.

Areas of Management

There are five areas that can be managed in any plant growing operation. These are: Things, money, ideas, other people, and the manager himself. Each one of these areas must make profit. How much profit does each hired man make for a manager? The manager cannot tell unless he has a cost accounting system that will quantify the man's work and then, and only then, can he tell whether or not this man is a profitable management venture for him.

When gangs of men are used, this cost accounting system will also tell whether or not added supervision or a reduction in span of control is necessary to increase profit.

Two Ways to Think

Managing or growing turf is a business. The manager, if he is the owner, must think as a member of the board of directors when he is in the house and thinking of

capital investment. In other words, he must think as an owner. When he is out in the midst of the operation and managing actual enterprises, he must think as a chief administrative officer or a manager. In this case he must think as if he were hired to manage this operation. Regardless of how small a business is, it must be broken down into at least six different divisions: buying, selling, finance, research and development, operation, and personnel.

Productivity of Manpower

To get the most productivity from a man, that man must know what is expected of him. He must know the standards that are set. He must know how to do the job. He must have all of the facilities to do the job. He must want to do it well and he must be made to do it well.

It is extremely important to make the man do the job as it should be done when he first comes to work. This is a pattern-forming period and changes are relatively easy to make. If he is permitted to form bad work habits when beginning a new job, then changes are difficult to make. Much time must be used to communicate with this man, and communicating means that he must understand exactly what is meant.

Classification of Workers

Workmen must be classified as to whether they are self-motivators or non-self-motivators. In dealing with self-motivators the manager must know their capacity and he must recognize their capacity. He must encourage them to come up to this capacity and he must watch them to see that they do come up to this capacity.

When working with non-self-motivators, the manager must explain and explain very well. He must teach and teach very well exactly how the job is to be

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done. He must then provide all of the facilities that are necessary for doing the job, and he must pay a going wage.

Dealing with All Help

When dealing with all help the worker must have a good opinion of the manager and the worker must want the manager to have a good opinion of him. The manager must act with dignity and confidence. He must treat men with respect and courtesy. He must be calm, objective, fair, firm, and consistent at all times. He must provide the best working conditions possible. He must criticize and praise carefully. He must show interest in the men and their welfare and he must give warnings calmly and carefully.

A manager has only as much control over his men as they, themselves, will give him. The better opinion or the more esteem the men have of their manager the more control they will give him. Treating the men with dignity and respect so as not to crush their ego or "self" will go further towards building a good opinion than anything else.

Span of Control

A manager must be cognizant of the fact that a great deal of supervision is needed with turf workers and he must study his span of control to see that no one supervisor has more men than he can adequately control for the creation of good profit.

When there is a hierarchy of managers, that is foreman, general foreman, and supervisor each one has his own public and must not become involved with any other public in this organization. A worker cannot work for two or three bosses.

Maximal Achievement

Wage is a motivator for labor but motivates labor only to minimal achievement. The difference between minimal and maximal achievement is the area in which profit lies in the management of people. To acquire maximal achievement, motivators other than pay must

be used. Such motivators can be job security, a chance for promotion, psychic satisfactions and non-monetary satisfactions. In all work the non-monetary satisfactions are probably most important and these should be of such nature that they are not something that the recipient can show to other workers. Things such as coffee breaks, hospitalization and term life insurance are examples.

Psychic satisfactions go a long way towards helping build an interest in the job. Such things as helping to decide how to do the job and what deadlines should be set as to when tasks should be finished.

Interview and Orientation

Two extremely important times in the acquisition of labor are first, the interview and secondly the orientation. The interview is used to find out exactly who the applicant is, what his thoughts are, what his reputation and character are, what his problems are, and whether or not he will fit the manager's operation.

The orientation is carried out as soon as the man arrives on the job. He must be told what is expected of him, the fact that the manager is proud of his operation, the working hours, and anything else that may be of interest to this man, so that he knows what to expect.

Control

The manager should always carry a notebook for control purposes and when it is necessary to criticize a man's work, that he notes in the notebook chronologically as to date what he said and what the response was from the employee. Each time a criticism is made it should be noted in the notebook so that there is an exact record of all that has been said and done.

Job of Supervisor

A supervisor's job is not *over* but *different from* the men's jobs. The employee's job is *production* oriented, the supervisor's is *people* oriented. The supervisor's main effort is to create an environment in which his men can acquire maximum production.

When a mistake has been made by a man the production oriented supervisor says: "Why did you do it this way?" while the people oriented supervisor will say "How can we keep this from happening again?" In the case of the first supervisor the employee may hesitate to make another decision, but in the case of the second supervisor, who is people oriented, the man will continue to make decisions, knowing that he will get help if he should make a mistake.

Conclusion

Supervision is getting people to do what you want done, when you want it done, the way you want it done, and have them want to do it for you. The most immediate purpose of a supervisor is to get his men to dominate for him and to cooperate with him.