



CHARTER

MID-ATLANTIC

News Letter



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Mid-Atlantic Association of Golf Course Superintendents to aid in the Advancement of the Golf Course Superintendent through Education and Merit

Volume XXIX

October 1976

Number 10

October Meeting

On October 12, the Mid-Atlantic Association of Golf Course Superintendent's will hold its annual golf tournament at Ocean Pines Golf & Country Club in Ocean City, Maryland.

Your host, Tom List, was born in Reisterstown, Maryland and graduated from the two year turf program at the University of Maryland in 1972. After graduation Tom accepted the position of Assistant under Mr. Bill Emerson at Eagle's Nest. In April of 1974 Tom left Eagle's Nest and became Superintendent at Ocean Pines. Tom and his wife, Debbie, and their daughter live in Berlin, Maryland.

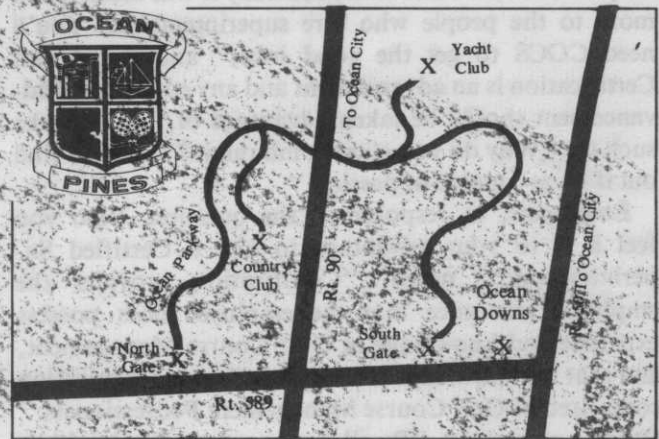
Construction of the golf course began in the Spring of 1969. The front nine opened for play in the Spring of 1972 but the back nine did not open until Spring of 1973. The course was designed by Robert Trent Jones and plays to 6927 yards from the blue tees at a course rating of 72.6.

The greens are Pencross Bentgrass and the tees are a combination of Blue, Rye, Bent, and some Bermuda grass. The fairways were originally seeded to Arizona Common Bermuda Grass but an overseeding program with perennial rye grass was started this fall on 4 fairways. An automatic Toro irrigation system waters the greens, trees, and fairways.

Golf will be available from 11:00 a.m. Carts are avail-

able and lunch is served at the Country Club on a cash basis. Dinner will be served at one of our dining facilities with a cash bar opening at 6:00 p.m. and dinner at 7:30 p.m. Locker room facilities are available but are limited in size and number.

Directions: Take Route 50 East until you come to Route 589 (Ocean Downs Road) Turn left and proceed 3 miles to the North Gate of Ocean Pines. This is the second entrance that you come to. Turn right into the Pines and travel on Ocean Parkway for another 2 miles before turning right onto Country Club Drive. Follow this road to the Club.



Vandalism... There's Still Hope

Late one afternoon in mid May I observed two motor bikes driving up our entrance road in the vicinity of where our new 9 hole course is being constructed. After finishing a sodding job in the Pool area I selected the "Mighty Mike" from my crew and drove to the new nine expecting to find the whereabouts of the two motor bikes. After a brief search we observed them by our third green lying on a sunny slope with their bikes parked.

The green had been seeded about 10 days prior and had just started to show a familiar green tint. Unfortunately it had more of a brown color on this day because these two bikes had just completed their sickening but familiar act of "wheelies" throughout the green!

As my "Mighty Mike" and I approached them they lackadissically got their possessions together and proceeded across the green once more on their way off the property. I walked to within four feet of them before they hastily retreated, wrote down their license tag number and both "Mighty Mike" and I got a good look at the "operators".

Within minutes the police were on the site. By using the registration numbers the police called the Department of Motor Vehicles and before the police report was completed we had the names and addresses of these characters. The police then suggested that I go to the Commissioner's office and file a warrant for their

(Continued on Page 5)

Certified Superintendents Report Favorable Response to Program's Value

The value of becoming a Certified Golf Course Superintendent, according to a recent survey of Certified GCSAA Members, is dependent upon the desires of the individual, and his personal abilities to realize those goals.

A companion survey of employers indicates a strong interest in the program, particularly when the individual superintendent has fully advised the club about Certification. In monetary terms, salaries of the Certified Superintendent averaged more than \$2,900 higher than the salaries of all superintendents, as determined by GCSAA's national survey in 1974. Nearly a quarter of those responding to the certification survey indicated they received a pay raise upon attaining the CGCS status.

Especially revealing in the survey were personal comments made in response to various questions. As to why the individual took the Certification examination, answers ranged from remarks such as, "Felt it could only be of benefit and think someday it will mean much more to the people who hire superintendents. You'll need CGCS to get the good jobs," and "I feel that Certification is an advancement and any educational advancement should be taken advantage of," to remarks such as, "Why do you climb a mountain?" or "To find out if I was capable of passing."

Employers, in response to the question, "Do you feel it is to your advantage to hire a Certified Superintendent:", noted, "Certification provides the employer assurance that the employee does possess expertise and knowledge in Golf Course Management, and that his knowledge is recognized by an organization comprised of Golf Course Management Professionals." Others commented, "By all means, no course should be without a Certified man." or "We feel we can rely on an individual with credentials."

Public relations aspects of the program were most often criticised in the survey by CGCS Members. They noted that little was made of the event at the club, and perhaps even at the chapter level. Although GCSAA is embarking upon a stronger overall public relations program, it was concluded that a major responsibility for the program's success lays with the individual making his achievement known personally.

Opportunities of announcing this achievement have been expanded now that the newly Certified individual may determine when and where the plaque presentation will be made, and could therefore ask that it be held during a club function, or other time when people he

(Continued on Page 3)



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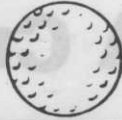
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SUPERINTENDENTS REPORT

(Continued From Page 2)

would like to know about the achievement would normally be present. Additionally, upon a request of the individual, a news release is sent by GCSAA to all news outlets he desires.

It was generally agreed by those responding to the survey that Certification will become more and more important to the profession as more people become Certified and word spreads through the superintendents, employers and golfers about the advantages of the program.

Currently more than 300 GCSAA Members have become Certified with a third again that number in some stage of progress. Basic eligibility now requires current employment as a golf course superintendent and at least two years status as a Class A member of GCSAA.

The six-part written examination required for Certification covers the areas of practical turf management, plant protectant chemicals, business administration, leadership, golf and GCSAA. A maximum of six-hours is permitted for completion of the open-book test.

To maintain certification status, A CGCS member must accumulate a minimum of six points during the five years following his initial Certification. The points are granted by the following method: GCSAA Conference will provide one-half a point per conference, GCSAA Seminars successfully completed will provide two points, the two-hour Recertification Examination will provide four points upon successful completion, or the individual may choose to take the then current six-hour Certification exam for six points.

Although the Certification Program contained a "grandfather clause" at its inception in 1971, that option is no longer available, and all members, regardless of age or years of Class A membership, must complete all parts of the program to attain Certification.

Application forms and additional information concerning the program are available from the GCSAA Director of Education, 1617 St. Andrews Drive, Lawrence, Kansas 66044.

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Motivation — Part of Managing A Crew

From **Fore Front** Published by GCSA

One of the golf course superintendent's main jobs is to get his crew to do what he wants, when he wants, the way he wants, and to have them want to do it.

For that, he needs the respect of the crew and the authority to direct them. He has the authority because he is the superintendent, but for him to be effective, the crew must accept his authority and allow him to use it over them — something they won't do unless they respect him. So the essential ingredients for good management, respect and authority, must be given voluntarily by those to be managed.

Getting respect and authority from a crew takes deliberate effort, careful thought and effective actions, but most of all it takes motivation.

Satisfaction is the biggest motivator. All people, not just golf course crew members, have certain needs, and if they can be satisfied, morale will rise and the crew will perform better. An individual's needs include: to do a good job, to receive individual recognition, to advance, to feel balance and order, and to belong.

People naturally want to do a good job. The fact that they may be doing a lousy job now doesn't mean they like it that way. It's up to the superintendent to help them do their best. The example he sets is probably the most effective way to show the crew that doing a good job counts. Attitudes are contagious, and the superintendent's attitudes are reflected in those of his crew.

For instance, the superintendent can set a standard of excellence by always doing his work correctly. If employees see the superintendent use a pesticide without measuring or reading the label, they'll do it too. If a superintendent slides through a training session with little attention to detail or the feelings of his trainees, the crew also will pay little attention to details or the feelings of others. Even the smallest things, like being obviously glad to come to work in the morning, will rub off on the crew. Never underestimate the power of personal example.

(Continued on Page 7)

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Employment Referral Service

Golf Course Superintendents Association of America September 6, 1976

Hidden Valley Country Club
Pittsburgh, Pennsylvania

Title of Position:

Greens Superintendent

Duties:

Golf course maintenance, golf course budget, purchasing responsibility, club house lawns, flower gardens, trees & shrubbery, golf cart fleet, club house building maintenance and utilities operation.

Annual Basic Salary Bracket:

\$16,000

Fringe Benefits:

- Club paid health insurance
- Paid annual vacation; 2 weeks
- Paid annual sick leave
- Dues paid for membership in GCSAA
- Expense involved in attending Regional & National Educational Conferences.

Course Description:

Private membership, 18 hole, 6029 yards, Pencross tees with semi-automatic and manual irrigation.

Grounds Crew:

7

Requirements:

- Agronomy education
- Must have experience as Superintendent or Assistant Superintendent

Will pay travel expenses of applicants interviewed.

Send Resume To:

Stephen Gedo
Hidden Valley Country Club
1300 Boyce Rd.
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VANDALISM

(Continued From Page 1)

arrests. The next day I did just that.

Nothing more was heard for about 3 weeks, at which time I was summoned to appear in court. Pending their identification from the audience the Judge was now ready to submit his verdict.

The verdict was guilty and the suspects sentenced to a \$500 fine, 90 days in jail and 2 years probation! The Judge suspended the fine and jail sentence pending a \$500 restitution cost to Hunt Valley Golf Club.

As you can see, guys, there's still hope in our court system to deal with the perennial problem of vandalism to golf course property.

Submitted by Bob Orazi,
Golf Course Superintendent.



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**Employment Referral Service
Golf Course Superintendents
Association of America
September 6, 1976**

Scarsdale Golf Club
Hartsdale, New York

Title of Position:
Grounds Superintendent

Duties:
Golf course maintenance, golf course budget, purchasing responsibility, club house lawns, flower gardens, trees & shrubbery, tennis courts, and plant nursery

The Superintendent will be directly responsible to the Manager and the Grounds Committee.

Annual Basic Salary Racket:
Negotiable

Fringe Benefits:

- Club paid life insurance
- Club paid health insurance
- Paid annual vacation: 2 weeks
- Dues paid for membership in GCSAA
- Pension plan
- Vehicle provided

Course Description:

Private membership, 18 hole with manual irrigation.

Current Annual Maintenance Budget:
\$180,000

Grounds Crew:
9

Requirements:

- College graduate in Turfgrass Sciences
- Experience required.

Send Resumes To:

Arthur L. Wills
Scarsdale Golf Club
Clubway Road
Hartsdale, New York 10530

Deadline Date For Applications:
November 1, 1976

Note:

Please refer to the GCSAA Code of Ethics before making application for this position.

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MOTIVATION

(Continued From Page 4)

Another thing people require is genuine recognition for individual effort and contribution. They want to be assured that the superintendent knows when they have done a job well; they want their work to be appreciated. Recognition doesn't have to be a certificate or a direct compliment. The simple statement that John is a fine irrigation man may be reward enough, as long as it's deserved and honestly given.

When something has gone wrong, it is valuable to criticize only the job, not the person. A superintendent may say, for example, "John, you normally do a fine job of syringing the greens, but this afternoon some of the low spots were very wet. I think they need more attention." That tells John that he's all right — he does a fine job of syringing — but it also lets him know that the job he did was not satisfactory.

Crew members have a desire to better themselves, to advance, to achieve personal goals. If the superintendent listens — really listens — when talking with them, he can tell what those goals are. He then can create an opportunity for crew members to meet their goals and advance in the organization. Advancement doesn't have to be a promotion; it could also be education, letting crew members who want to take on extra duties do so, and encouraging innovations and ideas.

Part of helping crew members progress and improve is inherent in personal managerial organization and style. If it's rigid, there isn't room for the crew to move or be creative. People need room to breathe, to expand. A superintendent can demonstrate an open organization by providing flexibility and diversity in work assignments, and by not being hung up on too many written rules and procedures. Flexibility encourages the crew to expand to their fullest, and when they feel fulfilled they will do a better job.

Another thing people need is to feel a sense of social balance and order, which can be provided by fair job assignments and promotions. If one person never gets the dirty work and another always does, more than the one who gets the dirty work will be unhappy and unmotivated. Everyone on the crew will judge the superintendent to be unfair, and they will not do their best,

fearful that they might be the next victims.

When major routines or structures must be changed, people whose working lives are affected will be less upset if they understand ahead of time why and how the changes will be made. Radical changes without explanation generate fear — fear of the unknown. Everyone wonders if his job is to change or be terminated and fantasies and fears can run rampant, taking energy and motivation from the crew and decreasing their accomplishments.

Finally, crew members need to feel that they are part of the group, that they belong and are wanted. These feelings involve pride, self-satisfaction and personal reputation. The wise superintendent tries to help each employee build a good self-image, because self-image is a prime motivator; it is even more important than pay, for although adequate pay is important, money can't change the way a person feels about himself or his position, and feelings determine how the job gets done.

The good superintendent can create a climate in which his crew will be motivated and gain their willing cooperation by consciously satisfying as many of their basic human needs as possible: the need to do a good job, the need for individual recognition, the need to advance, the need for balance and order, and the need to belong. In addition, it is well to remember that what motivates the superintendent may not motivate the crew. Sensitivity to *their* needs, respect for those needs and satisfaction of them, will help build highly motivated people who do the good job they really want to do.



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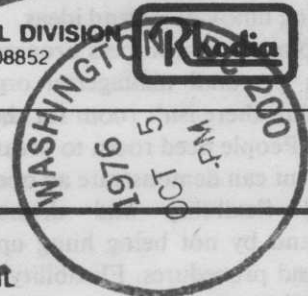
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