

## Mid-Atlantic Association of Golf Course Superintendents NEWSLETTER

Published by this Association to aid the advancement of the Golf Course Superintendent through education and merit.

Claud Corrigan, *Editor*  
Joe Gambatese, *Photographer*

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## President's Message

In this, my first message as president of the Mid-Atlantic Association of Golf Course Superintendents, I would like to take the opportunity to thank all the members of the association for electing me to this office. I will try to fulfill the duties of this position with the professionalism that this association deserves and can be proud of.

As most of you know, the national GCSAA conference and show were held January 27-February 4 in San Francisco, and if you were unable to attend, you missed an excellent and exciting conference. As always, the Mid-Atlantic had a good turnout of members who made the trip to the West Coast.

During the coming year, Educational Chairman Ken Ingram, with help from a new Board member, Lester Tanner, hopes to provide quality educational programs at our monthly meetings. One of the key elements in their success will be to get input and suggestions from the membership, particularly with regard to what speakers and topics you would like to hear in 1986. Any and all help you can give Ken and Les will be appreciated.

Our first regular monthly meeting of the year will be at Washington Golf and Country Club in Arlington, with Lee Dieter as our gracious host. This will be a special meeting, in that everyone is encouraged to bring their assistant superintendent to the meeting. Let's all make the effort needed to ensure the meeting will be a success. Please remember to register for golf and dinner by phoning our office at 301-964-0070.

Jerry Gerard, *President*



## Jerry Gerard Heads MAAGCS For This Year

The annual election of the MAAGCS at the December meeting in Annapolis saw Jerry Gerard moving up to the presidency of the association for 1986. Lee Dieter was named vice president, George Renault remained at the secretary's spot, and Walter Montross was elected treasurer. Picked for three-year terms on the Board of Directors were Steve Nash and Lester Tanner.

### Meeting Schedule 1986

March 11 — Washington Golf & C.C.,  
Lee Dieter, host  
April 8 — Chartwell C.C., Tom Walsh,  
host  
May 13 — Springfield Golf & C.C.,  
Walter Montross, host  
June 10 — C.C. of Swan Creek, Daniel  
Rozinak, host  
July 8 — Eisenhower G.C., Louis  
Rudinski, host  
August 12 — Bretton Woods, Jerry  
Gerard, host  
September 9 — Columbia C.C. (Tent.),  
Ken Ingram, host  
October 14 — Hidden Creek C.C., Dick  
Gieselman, host  
November 11 — Diamond Ridge G.C.  
December 9 — Open

## Performance Appraisal as a Management Tool

by Lester Tanner

The broad area of personnel management encompasses many subjects, including hiring and laying off employees, preparing job descriptions, disciplining employees, compiling employee manuals, and conducting performance appraisals.

Different supervisors have different policies of evaluating their employees, if, indeed, they evaluate them at all. Some perform them on the spur of the moment, while the employees are performing their duties. Other supervisors conduct evaluations in the relaxed atmosphere of their office. Any method is feasible as long as you, the supervisor, find it works for you in obtaining what you want from the employee.

It is probably best to write down what you expect from your employees, usually after you have had some time to devote thought to these objectives. Such ideas are not easily developed on short notice. Possibly, during the quiet days of winter or on an uninterrupted evening, a supervisor should put down on paper what he expects from each employee, ranging from absolutely essential items to bonus extras. For example, a greens technician should definitely know how to water and mow greens, rake traps, etc., the things necessary for him to perform his duties. An extra would be for him to be able to troubleshoot and repair turf maintenance equipment and golf carts. Once established, these standards should be presented to each employee so that he or she knows what is expected and what they should strive for. They should be made aware that if they perform duties over and above what is expected of them, they can expect added rewards.

In governmental operations and in most businesses, such evaluations are performed annually. Everything is documented, so if there are continuing shortcomings in performance, there will be ample justification for disciplinary action. The evaluation process also provides the employee with a chance to voice any concerns he has, which means the supervisor can point out ways these problems can be solved or personal goals can be achieved, if they are feasible. The occasion is an excellent opportunity for us to sit down and talk with our employees.

After all, personnel comprise the largest single expense as well as the most valuable asset on the golf course, and they deserve all the attention we can give them. Proper use of this management tool enables us to establish the standards we want from our workers.