



TURFGRASS MATTERS

Mid-Atlantic Association of Golf Course Superintendents

September/October 1996

Volume 1, Number 4

Minus Steam and Sizzle, Summer '96 is a Breeze

By Peter Finn and Angela Couloumbis

Washington Post Staff Writers

August 15, 1996



Washington, normally an oppressive, sweltering place in August, has become Maine on the Potomac. After a cool and wet July, the weather forecasters said heat and haze were finally on the way.

Wrong.

Today will be the 29th summer day in a row below 90 degrees, tying a record set in 1972, according to the National Weather Service. And the record probably will be broken tomorrow, the Weather Service said, predicting a high in the mid 80's.

Add to that the above-average rainfall and a sun that has broken through the clouds for only 52 percent of daylight hours since July 1—62 percent is the norm—and the summer of 1996 spells cool.

Way cool.

It has been a good news, bad news kind of summer. Area residents are hitting the beach less often but sleeping to the curl of nightly breezes. Homeowners are saving money on air-conditioning bills but are getting out the lawn mower more often.

Plants need less water, but certain fungi are blooming. The air quality is good, but allergists expect the ragweed pollen count to be worse this year than last.

But all in all, no one is in too much of a sweat.

"You can't beat it," said Emmanuel Ottley, standing in the shade outside the Safeway on 17th Street NW, where he sells T-shirts, incense and framed portraits from a small stand. "It's the nicest weather we've had in some years here."



What gives?

That is a question both great and small. To be sure, there are some immediate explanations. A strong ridge of high pressure over the southwestern states has kept an area of low pressure, known as a trough, over the Northeast, bringing a northerly air flow, unseasonable coolness and lots of rain.

But why is this trough so persistent?

Tough question

"We're still investigating," said Rich Tinker, a climatologist at the National Weather Service.

Tinker's prime suspect: The North Atlantic Oscillation Pattern.

This is a mega-shift in circulation patterns in the upper atmosphere across the far northern latitudes that occurs every 10 to 15 years, he explained. The oscillation pattern indicates where ridges and troughs are likely to dominate across Europe, Greenland, and the United States as the jet stream, a river-shaped band of air in the upper atmosphere, moves

across the Northern Hemisphere.

In the 1970's, the pattern caused more troughs to dominate in the eastern United States and favored harsh winters and mild summers. But through the 1980's until last winter, the upper atmosphere pattern caused more ridges-high pressure-in the East, favoring mild winters and warm summers. Indeed, the six hottest Washington summers since officials began keeping records in 1871 occurred from 1980 to 1995.

Now, said Tinker, it looks as if we're back to the pattern of the 1970's, with the shift having occurred sometime last fall. The first result was all the snow that was dumped on us last winter the second is this summer's cool weather.

"Look, I've got a T-shirt on," said Charlie Dalton, wearing pants and plucking at the nap of a green underneath beneath a white work shirt

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**Be Sure To Post Your
USGA Rules Pullout
on Page 7!**

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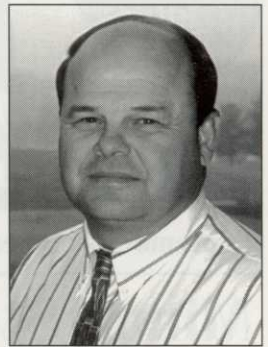
As the unusual weather continues in 1996, I can't remember the last time I had to water fairways, tees, or roughs. Again I say, "What a difference a year makes!" Although these weather circumstances have certainly brought along some unique challenges. But then, as professional turf managers, we look forward to challenges that test our creativity and resolve! In that respect, 1996 has been no different.

Many thanks to Lentz Wheeler and Hidden Creek Country Club for hosting our July meeting. The golf course and all the landscaping were outstanding! Those of you who didn't get a chance to play missed a great opportunity to see a wonderfully conditioned golf course!!

A perennial thanks to Bill Neus, CGCS, and Hobbits Glen for hosting our annual picnic. It seems that Hobbits Glen and Bretton Woods are always ready to share the hosting of this event!

By now, everyone should have received the new membership directory. A special thanks to Mike Gilmore for all his hard work in producing the directory in spite of a crippled MAAGCS computer. Anyone still needing a copy should contact Mike directly.

In closing, I hope everyone is surviving this unusual summer, I look forward to seeing you at our next membership meeting. ■



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GCSAA Sponsors Audubon Cooperative Sanctuary Program for Schools



he GCSAA is now sponsoring a cooperative sanctuary program in conjunction with Audubon International to create opportunities for superintendents to get involved with the environmental education of young people.

Audubon Schools Program

The Audubon Cooperative Sanctuary Program (ACSP) for Schools is designed to help elementary and secondary schools turn their schoolyards into environmental classrooms. The program encourages students, teachers and administrators to establish sanctuaries on their school grounds and to integrate resource conservation and other environmental philosophies into their curriculum.

GCSAA is extremely pleased to be the national sponsor of ACSP for Schools, not only because it is an outstanding program, but because it creates opportunities for our

members and chapters to become actively involved in local schools. It represents a chance to reach out to students and teachers and educate them about the environmental value of golf courses and, hopefully, dispel some of the myths today's young people have heard about our industry. Most importantly, participation in the program is a wonderful way for superintendents to raise their visibility and enhance their professional image within their facilities and communities.

We urge GCSAA members — particularly those who are already participating in the ACSP for Golf Courses to get involved. After all, it's up to each of us to make a difference for our profession.

Please feel free to contact the GCSAA Public Affairs Department at (931) 382-4490 for more information or advice on getting started in the ACSP for Schools.

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SUPERINTENDENT PROFILE

Nick Vance, CGCS



Nick Vance, CGCS has been in the golf course industry in this area so long that most would think that he was born to it. Tain't necessarily so. Nick took the long, hard, & round-about route to where he is today. His college classes left him headed for a career in accounting. A few years of indoor work solidified his resolve to find employment of a less confining nature. Serendipity brought him to Laytonville Golf Course in 1975 and into The Business for life. Nick worked his way up the ladder, earning the Superintendent's post after two years as the assistant. He then ran Laytonville for sixteen years thereafter. Nick then went on to Falls Road, then two years later, he moved up to Mt. Airy to grow in the Rattlewood Golf Course. Rattlewood opened in June 1995.

But superintending is only half of the story. About the time Nick became Nick Vance, CGCS, in 1983, he began what has become almost fifteen years on the MAAGCS Board of Directors. 1992 saw Nick's position on the Board augmented by voting delegate status to the GCSAA. Most recently, Nick is also serving on the GCSAA tournament committee.

All this and a family too. Nick married his wife Karen in 1980. They have four children between them, from previous marriages. All four live and work in the area, with Nick's son, Jeff, assisting the superintendent, Tom Ritter—at Laytonville G.C. If you can't get a hold of Nick some sunny weekend, redirect your search from the high country of Mt. Airy to the Chester River. He and Karen have pursued their passion for the water on a motor yacht that they have moored there for ten years. And counting ... ■



Thomas Tuttle



Education has proven a valuable asset in the fast-paced industry of golf turf. Tom Tuttle, of River Downs Golfers Club, has fueled his career liberally with T & E from the very beginning. Tom's graduation from the University of Maryland Institute of Applied Agriculture in 1990 only began the cycle of learning.

Formally, he has attended GCSAA seminars covering topics in environmental concerns, pesticide application & safety, and more important than ever, some of the administrative aspects of golf course management. Tom began these seminars even before he set foot outside the U of MD.

Less formally, but no less importantly, Tom has enjoyed some notable on-the-job training & trainers. As a spray technician at the Chevy Chase Club, Tom worked under first George Renault, CGCS, then Sean Remington: both important cogs in the collective efforts of regional—and national—golf course superintendents as well as fine course managers in their own right. His first assistant's position came under one of the Mid-Atlantic's more visible and progressive superintendents, Bruce Cadenelli of Caves Valley Golf Club. Tom was lucky enough to be immersed in the initial implementation of some of the environmental programs that we are just now beginning to read about. Most recently, in his current head post at River Downs Golfers Club, Tom Tuttle has tackled the major OJT challenge of his first grow-in. This grow-in was also the first for GolfSouth Management, RDGC's owner, that utilized exclusively cool season grasses. This summer's weather may give him a well deserved opportunity to slow down and enjoy the fruits of his labors.

That relaxation will most certainly include his blossoming family. Some in the Mid-Atlantic may already be familiar with the landscaping design work of Tom's wife Colleen Sundholm. Most will be equally unfamiliar (unless they already read this month's News & Notes) with Tom and Colleen's new son, James, born at the end of July. Both Tom and Colleen are very active outdoor people, but the recent expansion of their family may encourage more leisure time spent indoors in their home in Westminster, Maryland. We wish them well and look forward to a fine afternoon of golf with the new father at his golf course as MAAGCS crowns its annual champion for 1996. ■

Summer '96

Continued from page 1

labeled Tender Lawn Care.

Dalton was standing in the bed of a Dodge pickup on 17th Street NW, laying down branches that Eddied Cents trimmed from a damaged tree. Cents said the cool weather reminded him of his native Guatemala.

"Usually by this time of year I've got everybody wearing shorts and trying to start at 5 in the morning," said Dalton, of Frederick County, Md. This morning we started at 6." What Bob Bernard, of Potomac, has enjoyed this summer is the coolness after the rains. The sharp, sweet-smelling breeze at night has made it easier for him to sleep.

"This weather has made for lower electric bills," said Bernard, whose July bill was \$25 less than normal. "It's rare that you can open your windows in the middle of August"

Air-conditioning use is down across the region, according to Potomac Electric Power Co. and Virginia Power. Pepco said total energy consumption fell 10 percent in July compared with

the same month last year. Virginia Power was unable to provide a July figure.

Demand for water is lower. The Fairfax County Water Authority, for instance, reports a 13 percent drop in consumption in July and August compared with the same period last year.

Air pollution is down, too. Maryland state officials reported only three days this summer in which air quality violated federal standards, compared with 14 days last summer. There have been no violations in Virginia, compared with 12 days last summer.

For David M. Sell, an airconditioning sales and repair man in Sterling, it has been a summer of thumb-twiddling.

"I don't remember it being as quiet as this," Sell said. Business is off 40 percent. I have a lot of spare time."

Sell isn't the only one cool to the low barometric pressure.

"It's been a strange summer. There's definitely less traffic," said Jay Knerr, co-owner of the Kite Loft stores in Ocean City, Md. "A couple of weeks it rained all week, and that really put

the crunch on us."

Knerr remembers with fondness that at this time last year, Washington had a streak of 20 days with temperatures in the 90's, which sent lots of people to the beach.

Maggie Aldridge, 27, who works at the Hair Cuttery at Congressional Plaza in Rockville, said that both times she has had to escape to the beach this summer, she has been disappointed by overcast skies and sudden thunderstorms.

"For beachgoers, the rain was a bummer," Aldridge said. "I've really enjoyed the cool weather and the breezes, but the rain put a damper on some of my plans."

The pools are quiet, too.

At the Longbranch Pool in Silver Spring, there's much less traffic than in other years, according to Dechanta Hill, a cashier at the pool.

"It's been pretty slow all summer," Hill said. "It has to be the cool temperatures."

In Loudoun County, wine growers are working overtime to keep grapes

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Chapter Dress Codes: Are You Presenting a Professional Image?

CHAPTER RELATIONS — One of GCSAA's mandates is to improve and promote the image of golf course superintendents. At the local level, several chapters are also stepping up to encourage professionalism. Both GCSAA and its local chapters have important parts to play in promoting the positive image of golf course superintendents.

Some of GCSAA's affiliated chapters have adopted dress codes for meetings, golf outings and other chapter events. Often, suggested attire for chapter meetings refers to male superintendents and other attendees. However, similar business attire is also appropriate for female superintendents and assistants.

Charlie Tadge, secretary of the Greater Cincinnati GCSA, says a dress code promotes a superintendent's professional image among peers, the golf public and the staff at the club.

"The staff at the club see the superintendent dressed well, and it enhances the superintendent's public image," he says.

The dress code for the Greater Cincinnati chapter applies to all meetings and requires members to wear sport coats, ties,

dress shirts and dress slacks. When casual attire is specified for chapter events, or when members play golf, they are allowed to wear golf shirts and dress slacks, but not jeans.

"When the meetings are held at a country club or a private club, it's almost always business dress," Tadge said. "For meetings at public golf facilities, when there's not a speaker, then it's casual dress. Or, there might be casual dress with a speaker — depending on the speaker."

Members of the Maine GCSA are permitted to wear casual attire for the majority of chapter meetings, unless the club where they meet has a specific dress code. In those cases, the members respect the club's rules and dress accordingly. Blue jeans and cut-offs are not acceptable attire at any meeting.

David Child, secretary of the Maine chapter, says, "We are a professional organization, and we wish to portray that. We don't want to be seen as a sloppy group of individuals."

During the year, two of the chapter's meetings require members to wear blazers or sport coats. The first is the January meeting, when members invite their green committee chairs and educational presentations are made. The second occasion is the chapter's annual meeting in December.

Lowell Stone, president of the GCSA of Central California, says superintendents who dress professionally show they care about their profession and its image.

"When we walk into the meetings, we should look as professional as we can," Stone says. "I've seen our profession go so far . . . I have seen it go up and up and up. The only way we keep it that way is with proper dress codes."

The GCSA of Central California has implemented a dress code for meetings and golf, taking into consideration that casual dress is more accepted in California.

"California is very casual, and it's tough to get members to wear ties, but sports coats are required," Stone says. "The association secretary calls the club where our chapter meeting will be held and asks what the dress code is for the club and course. That information is then publicized in the chapter newsletter."

Members of the California chapter also have the option of playing golf after chapter meetings, and they are encouraged to wear slacks and golf shirts on the course, but not T-shirts or tank tops.

"Most courses don't allow blue jeans or designer jeans," Stone says. "We try to get the members to adhere to whatever the golf course dress code is, and we always encourage soft spikes."

"It's important to us, as golf course superintendents, to look as professional as we can," he adds. "Superintendents have to be proud of themselves and what they stand for."

Bruce Williams, GCSAA's newly elected president, is a firm believer that a professional image contributes to an individual's career success.

"A measurement of success in GCSAA's image campaign will be the day when it will be difficult to tell the difference between the superintendent, the golf professional and the club manager in the way they present themselves at work and when attending meetings," he says.

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THE RULES OF GOLF and YOUR GOLF COURSE MAINTENANCE STAFF

By David Finney, CGCS - Head Golf Course Superintendent, Lakeview Resort, Morgantown, WV



Are you ever concerned that the daily maintenance activities of your staff and crew might alter the outcome of a friendly match, or perhaps even effect the outcome of a tournament? What happens if one of your crew rakes a bunker that has a ball lying in it. What's the ruling if your fairway mower runs over and embeds a ball in play, or cuts up a ball in play. How do you respond to the golfer, and how do the golfers decide the outcome of a hole or the match, if one of your crew has inadvertently interfered? Armed with the correct information on the Rules of Golf, and how they are applied to everyday situations involving your maintenance crews and their equipment is something you need to know.

I've been a Golf Course Superintendent for over ten years, and a student of the Rules of Golf since 1992 when I began studying the rules in preparation for the GCSAA certification exam. Since that time, I've had the opportunity to attend several PGA/USGA four-day Rules Workshops, and was successful in passing the PGA/USGA rules exam this past spring, at the Bethesda Workshop. Although I'm not on par with rules authorities such as Clyde Luther or Tom Meeks of the USGA, I have gathered some pertinent information on the rules of golf and how they effect us as Golf Course Superintendents, our staffs, and our daily maintenance operations.

The best piece of information I've ever come across is in the *Decisions on the Rules of Golf* book. It is Decision 1-4/1 which basically states that "Distractions are a common occurrence which players must accept." This is great, it's sort of a *carte blanche* for our maintenance operations.

What it means is that the noise from a maintenance vehicle passing by a group of golfers, the engine noise from a mower, even the noises associated with construction such as chain saws are no excuse for a bad shot. Of course Decision 1-4/1 doesn't give us the right to throw the courtesy normally shown to golfers out the window, but it does say that the noise we make while working on the golf course cannot be used as an excuse for poor play, missed shots, or lost matches. For the most part, our maintenance crews and equipment are considered to be "Outside Agencies." An outside agency is anything that is not part of the match, or in stroke play, not part of the competitor's side. Whenever our crew members or equipment interfere with play of the ball, rules 18-1 (Ball at Rest Moved by Outside Agency), and 19-1 (Ball in Motion Deflected or Stopped by Outside Agency) will come into play.

Rule 18-1 simply says if a ball that is in play and at rest is moved by a mower, a utility vehicle, or even a crew member (any outside agency), the ball is to be replaced before the player plays another stroke, and there is no penalty to the player.

Rule 19-1 gets a little trickier for the golfer and actually introduces an element of luck into the game. Rule 19-1 says basically that there is no penalty if a ball in motion is accidentally deflected or stopped by any outside agency, and the ball shall be played as it lies. This is referred to "rub of the green." The term "rub of the green" can mean either good luck or bad luck for the golfer. For instance, if a ball in motion hits the mower while your operator is mowing fairways (in bounds) and is deflected out of bounds, then the ball is out of bounds. The golfer must proceed

under rule 27-1, take the stroke and distance penalty associated with the ball going out of bounds, and replay the shot from where the original ball was last played. On the other hand, if while mowing fairways your operator pulls over, and is sitting out of bounds waiting for the players to go through, if a shot played from in bounds goes out of bounds, hits the mower and is deflected back in bounds, the ball is in bounds and playable.

There are two unique exceptions to rule 19-1, both dealing with a ball in motion landing in or on an outside agency. Rule 19-1 (a) basically says that if a ball in motion after a stroke other than on the putting green comes to rest in or on a piece of maintenance equipment, the ball shall be dropped through the green (or placed on the putting green) as near as possible to the spot where the ball landed on the piece of equipment. Rule 19-1 (b) says that if a ball in

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Rules of Golf

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motion after a stroke on a putting green is deflected or stopped by, or comes to rest in or on a piece of maintenance equipment, the stroke shall be cancelled, the ball replaced ball lands in or on a piece of maintenance equipment and the equipment drives away with the ball, another ball may be substituted, with no penalty.

In all instances, if the ball in play is embedded by piece of maintenance equipment, the golfer is permitted to lift, clean and place the ball without penalty

(Rule 20-3b: Lie of Ball Altered). And if the ball is deemed to be damaged by a mower or any other piece of maintenance equipment, another ball may be substituted (Rule 5-3: Ball Unfit for Play).

Rule 25 is the rule dealing with Abnormal Ground Conditions (casual water, ground under repair, certain damage to course), and there are a number of interesting decisions based on Rule 25 relating to golf course maintenance. Decision 25/14 defines a "hole made by a greenskeeper" as ground temporarily dug up in connection with course maintenance, such as a hole made in removing turf or a tree stump, laying pipelines, etc.

Decision 25/15 states that an aeration hole is not a hole made by a greenskeeper, therefore relief is not granted. However, a local rule (33-8/32) is suggested which may be adopted by your club that does allow a player to take relief from aeration plugs can be found in Decision 23/12. It states that although loose soil is not a loose impediment through the green, aeration plugs are considered to be "compacted soil," so they are considered to be loose impediments, which may be moved away from the ball before making a shot. Just don't move the ball when you move the plugs, or you'll be assessed a one stroke penalty under Rule 182c (Ball Moved After Touching - Loose Impediment).

How should ruts made by tractors be treated under the rules? Decision 25/16 explains that a rut made by a tractor is not a hole made by a groundskeeper. Deep ruts should be declared as ground under repair by the committee, however shallow indentations made by greenkeeping equipment is not ground under repair. A ball in a shallow indentation would have to be played as it lies.

Is there relief from a tree stump under the rules? Decision 25/8 says that unless the stump is marked as ground under repair, or is in the process of being removed there is no relief. A tree stump is nothing more than a short tree, according to the USGA. Decision 25/11 explains the many ramifications of grass clippings. Grass clippings are only ground under repair if they have piled for removal. A player is entitled to relief if clippings piled for removal interfere with his stance or swing. Grass clippings are by definition, loose impediments, whether or not they are piled for removal, and may be removed by the player. But again, don't move that ball when removing loose grass clippings, or you'll pick up a penalty stroke under Rule 1 8-2c.

Have your members ever had to invoke the "leaf rule" in the fall? Actually there is no such thing, however the Decisions Book does allow the committee to adopt a local rule to deal with the seasonal problems of leaves. Decision 33-8/31 suggests adoption of a local rule declaring the accumulation of leaves through the green to be Ground Under Repair, allowing Rule 25-1 (Abnormal Ground Conditions) to apply.

And finally, what is the ruling if a member of your staff rakes a bunker when the player's ball lies in it, and the raking improves the lie of the ball or line of play? Decision 13-2/4 states that if the staff member raked the bunker on the instructions, or with the sanction of the player, the player would incur a two stroke or loss or hole penalty otherwise, there would be no penalty. If however in raking the bunker your staff member acci-

dentally rakes over the ball partially burying it, Rule 20-3B, the original lie of the ball shall be recreated as nearly as possible, and the ball shall be placed in that lie.

The rules of golf and their application to our side of the business can be involved, even a bit complicated, but always interesting. If a question ever arises at your club regarding your operation and the rules of the game, the best and closest source of information on the rules is your local golf association. In our area of the country, both the West Virginia Golf Association, and the Western Pennsylvania Golf Association have knowledgeable, competent rules people on the staff. You can also refer your rules questions directly to the USGA, but keep in mind that the USGA will render a decision only to clubs that conduct their competitions in accordance with the Rules of Golf.

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Congratulations

Kenny Ingram, of Bretton Woods Recreation Center, and his wife Denise, who gave new meaning to the holiday, Labor Day, with the birth Sept. 2nd of their 7lb 13oz son, Bradley Soohoo Ingram

Thomas Tuttle, of River Downs Golfers Club, and his wife, Colleen Sundholm, on the July 30th birth of their 9lb son, James Thomas Tuttle

Condolences

To Wayne Brissey, of the Fairfax County Park Authority, and his family on the loss of his wife, Deborah, on September 1st. Donations can be made in her name to the Anderson Medical Center

Summer '96

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from rotting or collecting mildew, and fruit and tomato growers are battling early blight because of the rain.

"We're having to spend more time and more money than we normally do to maintain the vineyards," said Marian Czarnecki, who has been growing grapes at Oakworth Vineyards just outside Leesburg since 1981. "I'd say our workload has

increased 100 percent. I can't remember a year like this."

Home gardeners are experiencing similar problems.

"We should be seeing hoses and sprinklers left and right, but we're not moving anything this year," said John DeMarce, assistant manager at Bill's Garden Center in Arlington. "But we are seeing a lot more fungicide, because all this moisture is causing plant disease."

But for every weather grouch, there's an army of others enjoying the

tickle of the sun and the pleasant breeze.

"I like it cool in the summer," said Richard Hill, a security guard and writer who lives in the District. "It sure has been delightful"

Staff writers Peter Pae and Karl Vick contributed to this report

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MAAGCS Golf Notes

JULY

Many thanks to Lentz wheeler and his staff at Hidden Crook for providing us with an outstanding golf course for our annual 2-man championship. Thanks, Lentz ,for a job well done.

Scott Wagner and Jim McHenry successfully defended their 1995 title by shooting a 67 gross, two strokes better than the runner-up team of Kirk Intermill and Ron Hawkins' 69. Paul Krout and Brendon O'Rourke won a match of cards over Bill Shirk and Tim Sage to take 3rd place honors and Bill and Tim finished 4th. Both teams shot a fine 71.

In the Net division, even after a check of Handicaps, Run Hostler and Date Thomas were the winners with a blistering 60. Close on their heels were Glenn Smickley and Paul Brandon, 61, Jeff Facto and Todd Cowing, 62, and Dave Nehila and Joel Weighman, 63.

The "Fun" prize winners for the day were, Steve Cocoon,(straight drive), Bill Shirk,(long drive), Brendon O'Rourke, Gordy Caldwell, Sean Remington, and John Tutich, (closest to pins).

Congratulations to all the winners.

I would also like to thank our sponsors for the day who helped make this event successful: G.L. Cornell (gross division), Turf Equipment & Supply (net division), Ace Tree (straight drive), Finch Turf (long drive), and Summit Hall, Egypt Farms, Turf Equipment & Supply, and Mid-Atlantic Equipment (closest to pins).

AUGUST

No organized event was held but I hope everyone had a great time. Thanks to Bill Neus and Hobbit's Glen for hosting this event.

SEPTEMBER

As everyone remembers, our Scramble tournament was snowed out last November and again this past April, but even Hurricane Fran could not keep us from finally playing this event at Rattlewood Golf Course in September. Nick

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WINTERGREEN

Vance and his crew did an excellent job preparing the course for us. A lot of fun was had by all. Great job Nick!

The winning team of Bill Shirk, Mike Legere, Walter Montross and Ed Walker posted an outstanding 62. Second place went to Scott Wagner, Ken Ingram, Gary Angell, and Larry Cosh with a 63, and a match of cards, over third place winners Jeff Vance, Ed Cashman, Bob Mortensen, and Mitch Williams.

Again, thanks to our sponsors of the fun prizes, which help make each event a little more exciting !! The winners were: Mike Legere, straight drive (Ace Tree), Tim McMahan, long drive, (Finch Turf), Bill Neus, closest to pin, (Prolawn/ Bergamo), Lee Dieter, Closest to pin, (T.R. Snoots), Tony Shore, closest to pin, (George Riddle) and George Renault, closest to pint (Ault, Clark & Assoc.).

UPCOMING EVENTS

October 8

Annual Championship at River Downs

October 21

MET Tournament at Maryland Golf & CC

November 12

Open Play at Caves Valley

Ten Simple Tips for More Effective Management

Management has never been easy. But these days, managers face potential pitfalls every single day. Even seemingly inconsequential actions can end up breeding complaints, problems and conflict.

If you're trying to prevent management blunders, stay tuned. Here are ten of the most common sources of management problems you'll encounter - and common-sense suggestions you can use to keep those problems at bay.

1. Failing to Communicate. A well-informed group of employees is one of the most important ingredients of a healthy, upbeat workplace. But don't just communicate the big picture. The seemingly little things - the broken coffee pot, slight changes to the work schedule, the new format of payroll checks - are often just as important to employees. By talking about the little things, you'll prevent gossip and rumors, and foster a sense of ownership.

2. Failing to delegate. This is a common problem among inexperienced managers. By delegating liberally, you not only keep your own desk clear, but you give employees the opportunity to solve problems on their own, and grow toward their own potential.

3. Taking things personally. Sure, you're angry when an employee is late three days in a row. Or when an important task isn't completed on time. But remember: when you turn a

(continued on page 12)

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Ten Tips

(continued from page 11)

a work-related issue into a personal one, you can easily spark personal animosity on the part of the people around you. Always maintain a professional objectivity and decorum, whatever the issue and however upset you might feel inside.

4. Failing to set parameters. Every management style implies a certain set of employee expectations. So if you're the type of manager who likes to be alerted the instant an inventory problem occurs, for example, let that be known. On the other hand, if you expect employees to suggest recommendations along with reports of problems, communicate that expectation. Whatever your broad expectations, be sure your employees understand them.

5. Holding in the big stuff. Imagine a manager becoming increasingly dissatisfied with an employee's performance, but saying little or nothing about the problem until the employee's annual review comes up. The employee ends up being shocked, and much of the potential for improvement in the situation is poisoned. The moral: When you notice problems, act. Don't wait. And when you must criticize, use the occasion as an opportunity to develop positive objectives with employees.

6. Forgetting to say "thank you." True, a manager's life is very busy. And it's unproductive - and insincere - for a manager to offer constant thanks. But an occasional word of praise for a job well done or even for commonplace dependability affirms your employees' value. They appreciate your gratitude; most employees need your gratitude to perform at their peak.

7. Failure to motivate. It's easy to assume that the weekly paycheck alone motivates employees. But experienced managers know this isn't true. Other motivators - benefits packages, oppor-

tunities for personal and professional growth, friendships on the job, the opportunity to learn - can all be vital to employees. The wise manager discovers what triggers the interest of each employee, and responds accordingly.

8. Treating everybody the same. At first blush, you'd think that managers should treat every employee identically. That's only fair, right? Wrong. No two employees the same skills, temperament or experiences, and no two employees need exactly the same kind of supervision. Some employees need a fixed routine. Others need the opportunity to demonstrate creativity. Some need an opportunity for highly structured relationships with a supervisor. Others need constance feedback. Figure out what each employee needs to do the job effectively. And treat each employee accordingly.

9. Failure to obtain information. Poor or missing information leads to poor decisions. Information is the lifeblood of any manager. Information comes from formal employee reports, but also from casual conversation, conferences, informal networking, even by walking around. Keep three or four information channels open to you, and you'll minimize unpleasant surprises.

10. Failure to demonstrate loyalty. Managers usually expect employees to show loyalty to them, but often forget that loyalty is a two-way street. You can demonstrate loyalty by making affirming comments to employees, wishing them well on special occasions, paying attention to their personal needs, and using their mistakes as mutual learning opportunities.

Here's an extra eleventh management blunder: lack of planning. This malady leads to mismatched priorities, poorly fitting schedules, and improper allocation of your and your employees' time. Clear goals and objectives, coupled with the right schedules and action plans, keep you and your employees on track.

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