

relative to the people you work for or report to.

**5) Complete what you start.** Do it right the first time.

**6) Delegate, delegate, delegate.** "If you've hired good quality people, then you can delegate," he says.

**7) Make people accountable.** "We're all hired to do a job. If people have a right to make you accountable, then you have a right to make the people who work for you accountable," he says.

**8) Conquer procrastination.** If a vital task needs to be done, do it *now*.

**9) Make time for yourself.** Keep your job in perspective. You also need time to dream, relax, and to do some of the things you like to do.

**10) Spend your time more carefully than you spend your money.**

—Ron Hall

## Staking, filling trees: keys to transplanting

**As a general rule, most trees with a diameter greater than three inches don't require staking.**

■ Current research shows that a shallow planting area should surround the transplant hole.

To make a planting area, the ground around the hole should be shovel-dug or rototilled to at least a 10- to 12-inch depth. This depth is appropriate because the tree's roots that absorb water and nutrients are located within an 18-inch depth of the soil surface.

The planting area should be three to five times the width of the root ball, or, the soil should be loosened or tilled well past the current-year drip line so roots can spread horizontally into the native soil. Roots spreading out in this manner create a stronger base for the tree, especially in times of drought.

**Digging the hole**—A planting hole should be dug near the center of the planting area after the area has been rototilled. The hole should be deep enough so that the tree's base is at or slightly higher than ground level. The root ball should not sit on the fill soil, but on the bottom of the

hole, to prevent the root ball from sitting too low in the ground.

"No plant should be planted deeper than it was at its original planting site," says Richard Rathjens, a technical advisor with the Davey Tree Expert Company, Kent, Ohio. "Err on the side of planting too high, as opposed to too deep."

The size of the planting hole should be at least two times the root system (for bare-root plantings) or root-ball diameter. The hole should be larger when possible and dug with sloping sides at about a 45-degree angle from the ground surface. The slanting sides direct roots to spread horizontally, not downward.

If a hole is dug deeper than necessary, some fill soil should be added to the bottom of the hole. Stone, rocks or cement chips should not be added to the bottom of a hole dug too deep.

**Backfill composition**—Use the soil removed to dig the hole as backfill. Organic matter can be added to the backfill for sandy or heavy soils. No more than 10 to 20 percent of the volume should be

## Turning 'time wasters' into 'time savers'

■ "We don't lose time in 20-hour segments. Or in two-day segments," says Bruce Williams. "We lose it five minutes at a time, 10 minutes at a time, 15 minutes at a time."

These lost minutes can leave a superintendent, at day's end, trying to squeeze "five pounds of tasks into a three-pound bag."

Workday time wasters, and suggestions for picking up precious minutes, include:

✓ **Drop-in visitors.** What's wrong with saying upfront, "I've only got five minutes; let's get right to business?" But use discretion. For instance, there's always time for the greens chairman or the president of the club, right?

✓ **Telephone interruptions.** Instead of running to the phone, use an answering machine. Return calls when *you* have time. Again, try to limit the duration of conversations. (A telephone can be a "time gainer" too. In some cases, you can use it rather than writing a letter.)

✓ **Meetings.** If you call the meeting, you're in control. Clearly define the meeting's purpose. Start on time, stay on time, end on time. Several meetings in the same day? Schedule them back to back. If your presence isn't necessary, delegate the meeting to another capable person on your staff.

✓ **Not having a daily written plan.** Keep things simple. Don't try to "script" your day.

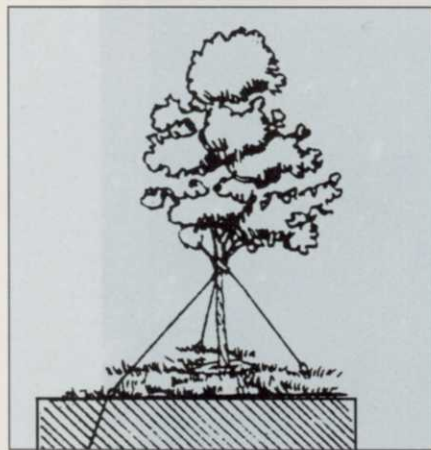
✓ **Junk mail.** Take care of it, return phone calls, and do routine reading during periods of the day when your energy levels are lower. For most people this is mid-afternoon.

✓ **Correspondence.** Don't handle it and other paper more than once. If it's important, act on it or file it. If it's not, pitch it, says Williams.

✓ **Giving directions.** Provide clear, easy-to-understand directions to co-workers and colleagues.

How important is the loss of 10 minutes here, another 10 there? Williams points out that the loss of just 30 minutes a working day adds up, by year's end, to the loss of 22 eight-hour production days.

—R.H.



**Trees with a diameter of 3 inches or more don't need staking.**

added because as the organic matter decomposes, the backfill settles in the hole, which causes the root ball to fall below ground level.

If the backfill is more than 20 percent organic matter, it changes the backfill's physical characteristics. Backfilling with

soil that is lighter or better drained than the native soil can result in stunted or dead plants because roots may have difficulty growing into the soil surrounding the planting area.

The area around the soil ball should be watered to eliminate air pockets. Watering puts the soil into direct contact with the roots. Backfill and water then should be added alternately.

**Mulch slows weeds**—Mulch has many benefits. It is attractive and helps suppress weed growth and protect trees from moisture loss. Mulch slows soil water evaporation, and provides trees with a consistent source of water.

Mulch also protects root systems from temperature extremes by insulating roots. Mulched soil doesn't cool as quickly in the winter or warm as quickly in the summer as unmulched soil. For mulch to be effective, it should be applied before temperatures change drastically.

Mulch should be two to three inches deep, and it should never be piled against the tree's trunk. Too much mulch reduces air and water exchange, and the roots suffer.

**Avoid 'mis-stakes'**—One of the most common planting mistakes is improper staking. Many people don't know when to stake and when not to. As a general rule, most trees with a diameter greater than three inches don't require staking.

Proper staking helps newly-planted trees withstand strong winds. Staking anchors and supports young trees that can't stand alone after transplanting. However, staking is expensive and time-consuming. So stake trees only when it is considered necessary to the tree's health.

If staking is done correctly, the tree roots and trunk will become strong enough to stand unsupported. Improper staking can damage or even kill a tree. Trees should be staked to bend with the wind only if they are unable to stand against the wind.

A common staking error is to use only one stake. Two stakes, with a flexible tie on each will provide better trunk support and reduce the potential for injury.

A tie should have a flat, smooth surface and be somewhat elastic to allow slight movement of the tree. Rubber hosing is a good staking material. Wire covered with a hose or tubing should not be used.

Workers should be well-trained. Workers not trained in tree care basics can damage trees. In that case, a professional arborist should be consulted.

## PUTTS, BUNTS & CHIP SHOTS

### Environmental stewards named

■ Tim Hiers, Tim Kelly and Ted Horton/Mike Pifferini were named national winners in the Golf Course Superintendents Association of America's Environmental Steward Awards. The award recognizes superintendents and golf courses for their work to protect and/or enhance their local environment.

Hiers, super at Collier's Reserve Country Club in Naples, Fla., won in the private category. Kelly, super at The Village Links of Glen Ellyn (Ill.), won in the public category. Horton and Pifferini of The Links at Spanish Bay in Pebble Beach, Calif., won in the resort category.

Regional winners were also named: Steve Malikowski of Cape May National Golf Club, Erma, N.J.; Tom Schlick of Marriott's Golf Club at Shiloh Falls, Pickwick Dam, Tenn.; Larry Mueller of Minnesota Valley Country Club, Bloomington, Minn.; Jerry Coldiron Jr. of Lassing Pointe Golf Course, Union, Ky.; Darren Davis of Olde Florida Golf Club in Naples, Fla.; Ed Price of Coeur d'Alene (Ida.) Resort Golf Course;

Tom Janning of Rosewood Lakes Golf Course, Reno, Nev.; Mike Burris of Bay Oaks Country Club, Houston, Tex.; Frank Hutcheson of Mesquite (Tex.) Golf Course; Dale Miller of Barton Creek Resorts & Clubs, Austin, Tex.; Greg Williams of Cranberry Resort Golf Course, Collingwood, Ontario, Canada; and Paul Dermott of Oakdale Golf & Country Club, Downsview, Ontario, Canada.

The contest is jointly sponsored by the GCSAA, Ciba Turf & Ornamental Products, Rain Bird, Jacobsen Division of Textron and Lebanon Turf Products.

### Athletic trainer on field safety

■ Mark Rogow, athletic trainer for the Pittsburgh Pirates, told STMA national conference attendees that there are definitely steps which field managers can take to help ensure safer playing fields. Here are some of his suggestions:

- For baseball games, use breakaway bases. He says injuries are reduced 80 percent when the new-style bases are used.
- In advance of any on-field emergencies, both the turf manager and the vehicle driver should know and use emergency vehicle paths while on the field.
- Use padding on baseball outfield fences.
- "Record-keeping is very important for injuries—not only to players, but also to fans and other personnel."
- When anchoring tarps during rainstorms, he says you should be sure to count the tarp spikes so you don't leave any in when you take them up again.
- Watch the pitcher's mound area when the field gets wet. "There's more potential for injuries then than any other time," Rogow says.
- Finally, use sunscreen for all employees—SPF15 or higher.

### 'Par for the Course' continues on ESPN

■ "Par for the Course," the GCSAA's national television program, with Thursday/Friday and Sunday air dates throughout the year. According to a GCSAA news release, "Every episode of 'Par for the Course' takes an innovative look at the world of golf by covering cutting edge topics...conversations with major golf figures, practical golf instruction and trends shaping golf's future."

The show will appear in the Sunday morning golf block on March 5, 12, 19, 26; April 2, 9, 23; July 9; October 22; November 5, 19, 26; December 3, 10, 17. It will appear adjacent to weekday golf coverage of the Paine Webber Invitational (May 5, 1:30 p.m.), the Cadillac/NFL Classic (May 12, 2:30 p.m.), the U.S. Open (June 15, 4 p.m.), the U.S. Senior's Open (June 30, 2 p.m.), the British Open (July 21, 2 p.m.), the Bell Canadian Open (Sept. 8, 2:30 p.m.) and the Senior Tour Championship (Nov. 10, 2:30 p.m.).