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Circle No. 134 on Reader Inquiry Card

**PROGRAM** *cont. from page 30*  
at the outset what the test will disclose and stick to it.

▶ Any employer increases its risk of liability if it uses a testing program that is broader than necessary to address a problem that the employer had identified, and in which he/she has a legitimate interest. In the case of green industry employers, certainly, safety is a concern, because

power equipment used by employees under the influence of some drug can cause injuries. (Testing labs can test for prohibited drugs but not also test for pregnancy or HIV.)

▶ Any employer increases its risk of liability if it fails to administer an otherwise lawful program in a careful and confidential manner. Confidentiality is absolutely essential.

▶ A company must have a clear, consistent policy, known

to the employees, that a positive test will result, for example, in discharge.

▶ Additional policy criteria are required of private contractors working for the government.

The length of the general policy is usually 15 to 20 pages because of what must be covered. Due to recent case law, being specific about what is being covered is important.

Have employees sign off on

the policy at the time of their hire or at the time the policy is instituted.

Schindler and other experts recommend using an attorney to either write your company's policy or, at the very least, review and recommend changes that will keep your company within the laws of your particular state.

—J.C.

## Drug Testing *cont. from page 30*

more the EAP provider will charge for them.

### Info on EAPs

Currently, there are no national licensure programs for EAP providers. Two professional associations, the Employee Assistance Professionals Association (EAPA) and the Employee Assistance Society of North America (EASNA), have developed certification procedures for EAP providers. Telephone EASNA at (313) 545-3888 or EAPA at (703) 522-6272.

Consider the following possibilities:

▶ Join with other employers and contract with an EAP provider. Consult your Yellow Pages, contact your Chamber of Commerce, or call the Workplace Helpline for the Center for Substance Abuse Prevention in Rockville, Md. at (800) 967-5752.

▶ Contact local hospitals and ask about EAPs.

▶ Talk with other employers who advertise they are a drug-free workplace or those who have successful EAPs.

Whether a company has an EAP or not, a drug testing program is essential, says Kujawa, who describes it as an "effort to provide a safe workplace for everyone concerned. We're working with machines capable of a lot of destruction."

Also, the fact that the industry relies on young and sometimes relatively low-paid laborers, might suggest that drugs are a problem. But Kujawa doesn't think the problem in the green industry is any more serious than in society itself.

"It is a problem that has to be addressed with a strong, stern but measured approach," he says.

As far as drug testing itself, Kujawa repeated, "We have to do it." **LM**

—John Calsin, Jr., is a freelance writer living and working in West Chester, Pa.

CHART 1

### POTENTIAL COST OF DRUG ABUSE IN THE WORKPLACE

Obvious direct costs	Payment for treatment of substance abuse, including mental health care and detoxification programs
Hidden direct costs	All medical care expenses for illnesses arising, at least in part, from substance abuse, but which are not solely or directly associated with such abuse
Obvious indirect costs	Absenteeism Productivity losses Employee turnover Waste Accidents
Hidden indirect costs	Blows to corporate image Declining morale Bad decisions Diverted or unproductive supervisory time
Disciplinary and grievance actions	Damage to equipment and products Potential legal liability
Other measurable costs	Disability claims Corporate theft

CHART 2

### DRUG USE IN THE U.S. WORKPLACE

Employment status /Age	Any drug in past month	Marijuana in past month	Cocaine in past year
<b>Full-time workers</b>			
18-25 years	18.7%	16.9%	14.0%
26-34 years	13.0%	11.2%	8.8%
35+ years	2.4%	1.3%	1.4%
all, ages 18+	8.2%	6.8%	5.7%
<b>Part-time workers</b>			
18-25 years	16.7%	14.2%	10.8%
26-34 years	13.0%	9.8%	5.9%
35+ years	3.6%	2.7%	n/a
all, ages 18+	9.4%	7.5%	4.5%

THE CLUB

# Troubled worker needs friendship, for starters



*Terry McIver*

**TERRY McIVER**  
Managing Editor

**T**his month's issue contains an article about testing employees for drug use. Drug or alcohol use is no longer just a problem for the worker; it becomes *your* problem when it occurs on the job. If the employee finds a way around the tests, you have two options. One is to try to be a positive influence on that troubled employee.

(No, I know you're not running a counseling center, but read on.)

We chuckle when we hear of a drunk or drugged person stumbling around the shop, yelling at the boss or fighting with co-workers; but we also realize it's a serious matter, as the article on page 30 attests. But there's more to that kind of behavior than meets the eye.

Experts say self-abuse is used to replace something that's missing from a person's life. They want attention, perhaps, and the misbehavior might be a call for help, or an attempt to escape from personal pain or boredom.

As is being done at K.E.I. in Cudahy, Wisc., it's important that you show care and concern for the employee. I like to think that if I were an employer, and one of my people began to arrive at work under the influence of drugs or alcohol, I would of course first insist that it stop, and then try to find out what's gone wrong in the employee's life. What's the void that the employee has chosen to fill with drugs or drink?

I would be that person's friend first, and employer second; find a way to reach out to that person, and maybe even talk to people who are close to him or her and see what they can tell me.

I would stage some sort of crew contest and fix it so that employee wins. The prize would be a membership at a health club, or something else to hopefully redirect the employee's life.

**GOLF/GROUNDS**

**PAGE 4 G** ▶  
It's a war zone out there...

**PAGE 10 G** ▶  
Smart mole cricket control

**PAGE 14 G** ▶  
Solutions to heat stress

**PAGE 16 G** ▶  
The problem with part-timers

**PAGE 20 G** ▶  
Showcase that outfield fence!

I would never talk in a way that encourages drinking as "cool" or "getting wasted" as humorous, and I would ban alcohol from all company functions if it encourages irresponsible drinking.

Of course, you can't let an unruly employee make a fool out of you and disrupt your business, either. That's when your own discernment comes in. If your efforts don't work, and the behavior continues or gets violent, then certainly, your second option is to suspend or fire the employee.

Am I right or wrong? I've never actually been in that situation. I only know what my conscience would tell me to do. Maybe you've tried compassion—to no avail—and would tell me I'm all wet.

But don't think firing the worker will put the problem forever out of sight. Because, if the trend of not being able to find good employees keeps up, and you're not able to draw the "best" people away from the fast-food jobs, you'll probably see more broken people walk through your door.

Which might not be so bad, after all. Perhaps you'll be able to change a life! **LM**

Comments? Phone Terry at (216) 891-2709 or e-mail him at 75553.502@compuserve.com

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Golfers want a clear view of the hole they're playing. The photo at right is an obstructed view before selective pruning. The photo below right shows the result after pruning.



# 'It's a war zone out there'

by TERRY McIVER / Managing Editor



**A** successful major golf course renovation requires thorough planning and clear communication with members, long before you turn that first shovelful of dirt, says golf course architect Jan Beljan, of Fazio Golf Designers, Inc., Jupiter, Fla.

"Let the players know it's going to be a war zone out there; an organized war zone, but a war zone nonetheless," advises Beljan, who promises that—at least at a private club—it shouldn't be too difficult to get the word around.

But don't rely on word-of-mouth as your only line of communication. Formal notification is important, and something you can't get around. Some members (but not *too* many, if you value your sanity) will, of necessity, be on a renovation committee to approve and budget any major changes.

You've got to satisfy just about every golfer who frequents your course, the low- and high-handicappers alike. To cover all the bases, Beljan suggests you have a representative from all levels of play on the

renovation planning board.

"Thorough communication is essential," says Beljan, "since it is the superintendent who will take the heat for any design flaws."

#### Scope of renovation

"In long-range planning, start with the things that will make an immediate improvement in the appearance of the golf course," says Beljan. An immediate solution might be as basic as "opening up" the course layout.

"Know the long-term goals and short-term priorities, and above all, remember that the character of the course must not be changed," unless that is one of the predetermined goals.

One or two holes or tee areas are simpler jobs. But the full-blown, entire-course renovations require intense planning and communication. A "renovation panel" at a private course will likely include a greens committee chairman, club president, and any consultants who might be involved.

*cont. on page 6G*

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Circle No. 122 on Reader Inquiry Card

cont. from page 4G

"If you plan to have a conference with all members," says Beljan, "put all comments on paper. You might even prioritize the issues. Then discuss these with your designer, and consider all agronomic and play-related issues."

You'll also have to explain how the course will play after the renovation, which is especially important to the players who have "easy pars" on certain holes.

Communicating the urgency for a renovation "might require the most explanation to golfers," suggests Beljan, "since 70 percent of golf course design problems are underground, whether it's the root system or irrigation or drainage. They don't see those problems; they see whether the turf is cut a quarter-inch higher or if there are lots of ball marks on greens or uncut hedges.

"It's a strange fact of golf course life that superintendents aren't always recognized as the skilled and qualified people they are," admits Beljan.

"However, [the superintendent's] agronomic knowledge is unique, and must be given full weight when members suggest something be done to 'improve the course.'"

Beljan believes the best way to explain why a renovation is needed is to "show the problem, but without trotting the masses onto the golf course." Give the renovation panel a tour of the problem areas, *not* the entire membership.

Use photographs, slides, videos, even aerial photography if possible, to best explain what is wrong and how it can be fixed. Visuals will also be valuable as a permanent record for flood insurance or other insurance purposes.

#### **Work with the club pro**

The club professional can be the superintendent's best political ally when it comes to communicating with—and earning the trust of—members. When something is going on at the golf course, the members ask the pro about it, often because he or she is the first person they see at the clubhouse in the morning.

You may also have to convince the pro that the renovation will help the course.

"If there is something you want to do

that the pro feels will not help get more rounds or keep members happy, it's not easy," says Beljan. "Inform him in as much detail as possible how it will help him do his job better and keep the members happier." Solicit his ideas when planning.

Cost estimates must, of course, include materials and labor, and should take into account any lost income from reduced play during construction and grow-in. As you calculate your financials, don't forget to include the money you will save from reduced maintenance or fewer worker injury claims that were a result of poor design.

"Explain to members that the big dollars will 'go underground' and be spent on drainage and irrigation and grading for positive surface flow," says Beljan.

Members will want to know what effect construction will have on play. Which nine holes will you renovate first? In other words, which nine would the members rather play twice? If you renovate all 18 holes in one season, try to establish a reciprocal play agreement with a neighboring golf course.

#### **Regulatory concerns**

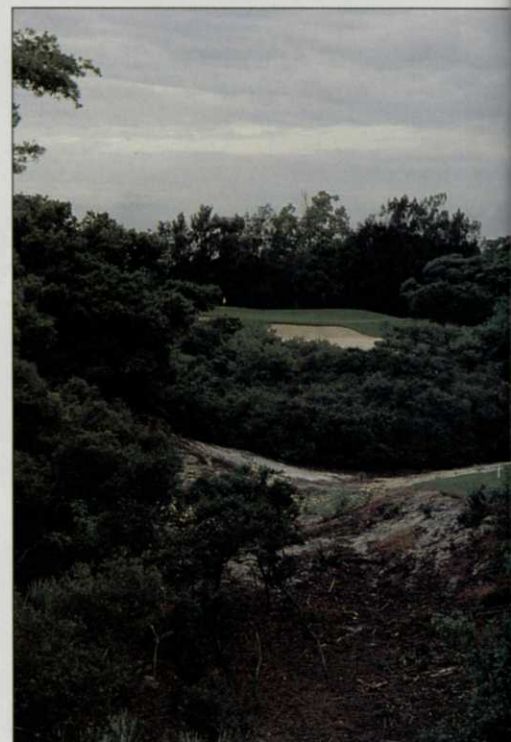
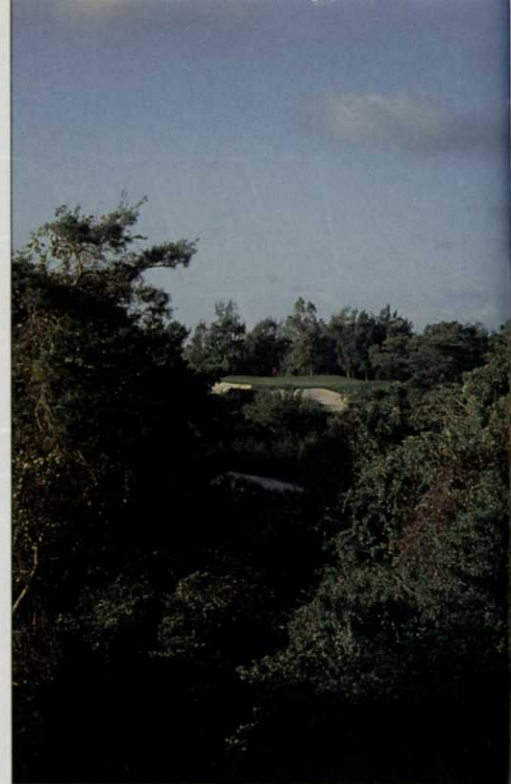
Consider the impact a renovation might have on wetland areas or other protected habitats.

"If you're redoing the entire golf course, regrassing greens, tees, fairways, roughs," advises Beljan, "this may impact areas which are under the jurisdiction of your water management district, or your department of natural resources."

#### **Labor concerns**

Determine any risks you might incur if the golf course crew does the work rather than the contractor's people. If possible, compare the skill level of your people to that of the contractor's crew. It's also important to know whether or not product warranties are nullified if your people complete the project.

A golf course designer or turf consultant can be invaluable in helping with the more extensive renovations, from start to finish. The renovation will go much smoother if you have architectural and agronomic experts on hand.



**Before (top) and after: Another example of improving the view from the tee. Golfers now play this hole with more confidence, yet the challenge remains.**

Finally, don't view a renovation as a cure for slow play. "Of the seven or eight reasons for slow play," says Jan Beljan, "the design is least-often the cause." □



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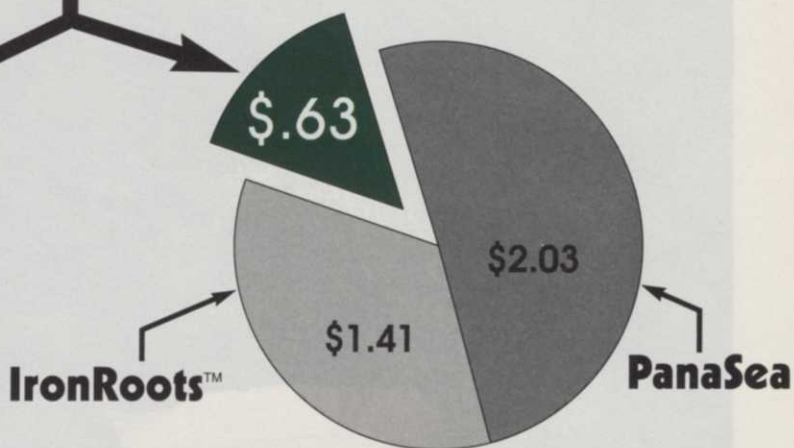
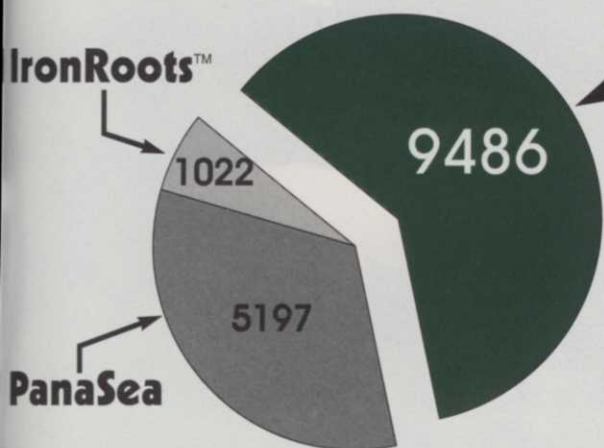
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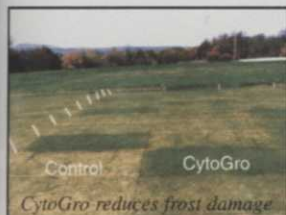
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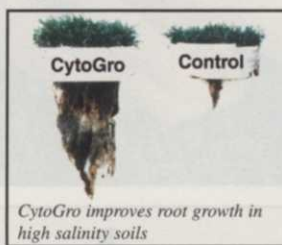
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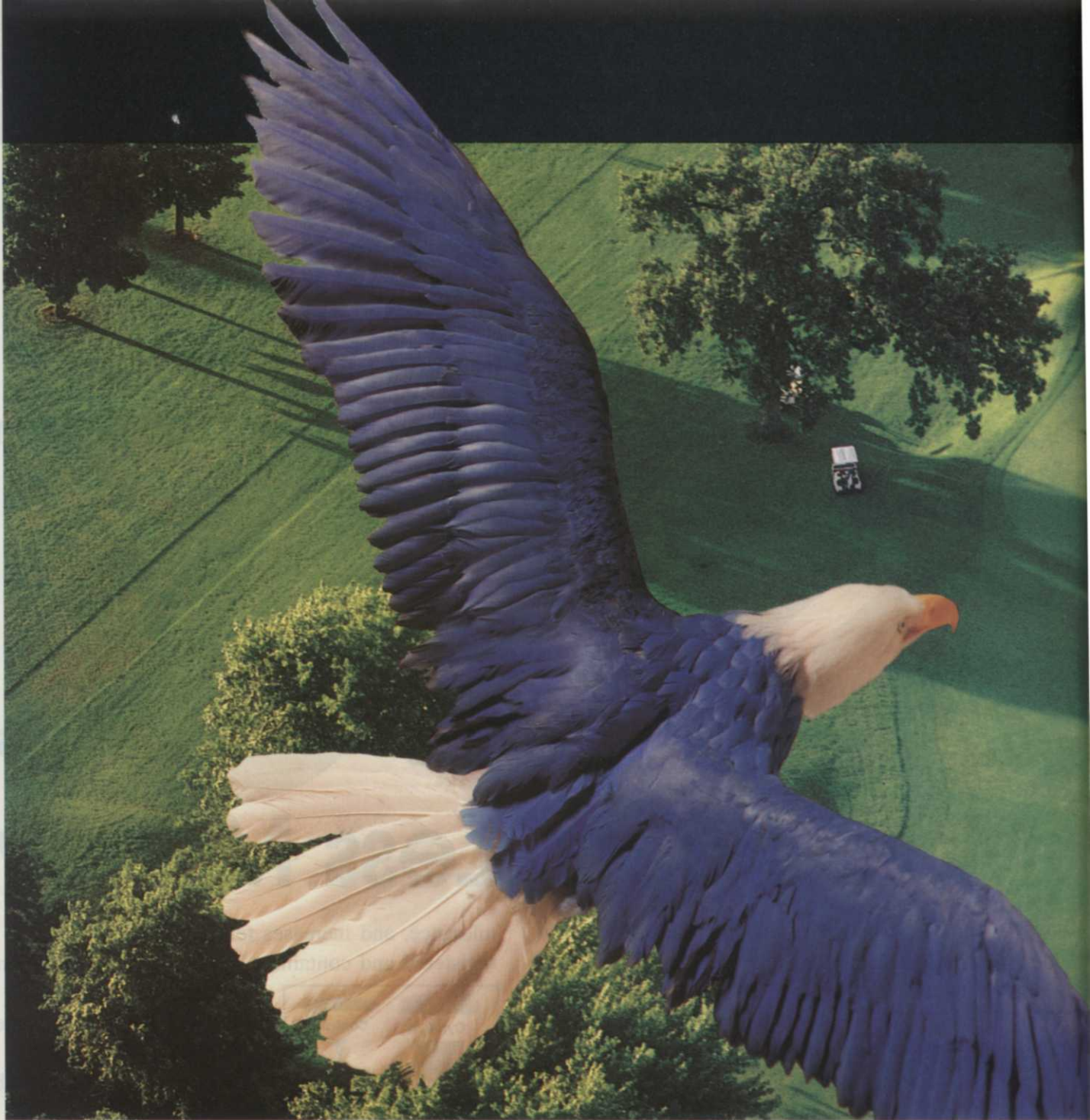
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