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agrostology, plant pathology, soil science, landscape architecture, construction engineering, business management, public relations, arboriculture, labor relations, and irrigation and equipment management. Give them an idea of your commitment.

Tell them about your responsibilities associated with tennis courts, bowling alleys, squash courts, skeet ranges, ice skating rinks, paddle tennis courts, golf cars, power generating systems, and water supplies.

Let them know when you've represented them before various town or city officials, regulatory bodies and legislative assemblies, and of your efforts to stay abreast of what's happening in your field. Tell them about the educational meetings you've attended. Invite the person to whom you're responsible to come and see what you are all about. Some people on your governing boards think that all you do is water, fertilize, and mow grass. I'll guarantee that some club members think you go South for the winter, after the first snow arrives.

I believe this perception is gradually changing, but it is not changing by osmosis or by accident. It's changing because some superintendents are letting people know about some of the things they do. A lot of us just sit back and complain and hope someone else will carry the ball for us. Don't forget that ultimately you're the one who is responsible for you! Just as an idea has no value unless somebody does something about it, your thoughts and ideas will have no value if you don't do something about them.

LET ME SUGGEST one way of doing something about it. All of us are faced with the reality of constantly changing board members. In some cases new board members are elected for their particular experience in finance or law; in other cases they're elected because their uncle owns a restaurant, or their brother is a chef, or they have won the club championship a number of times, or they represent the senior members, the younger members, the women, etc. We've all heard many different reasons for placing people in policy-making positions. One thing I've noticed, though, is that very few, if any, know what the golf course superintendent really does. Their election to the board gives you an opportunity to educate and help them understand what you're all about.

Prepare a resume and send it to the new board members as they are elected every year. Make a list of your responsibilities. List also your involvement in areas not directly associated with your

day-to-day responsibilities of turfgrass maintenance. Add a brief biography of your key employees. Include their length of service, their hobbies, their involvement and achievements in other fields, such as politics, sports, and volunteer work. This goes a long way toward creating an appreciation of the talent your staff members possess.

Sell yourself! Be innovative! Don't sit back and watch things happen. Take the initiative and make things happen.

I know what I've said today isn't revolutionary. Some of you know it already. There are a lot of different ways to sell yourself, and I have listed only a few, but if only one of those ideas sets a spark, helps you in some way in your position as a golf course superintendent, then I've done my job.

I'm not an expert in personal promotion. Neither do I have anywhere near most of the answers. But I do suggest that, if you will lead by word and deed, others will follow, and those who choose to do neither will get out of the way.

Monitoring the Operations

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THE DICTIONARY DEFINES monitoring as "the act of watching, observing, or checking for a special purpose; or, keeping track of, regulating, or being in control of an operation or process." That sounds simple enough. We can all watch, observe, and check different operations. The important thing is for us to benefit from monitoring the operations, implementing what we learn from the monitoring process.

Maintenance of a golf course is a multifaceted operation. To properly monitor the operation, it is essential that the monitor be present. This is the key ingredient. The physical presence of the supervisor will help ensure efficiency in the maintenance operation.

All operations must be observed. How does a crew member get from point A to point B? Is it a circumvental route or a direct one? Is he walking or riding? The efficiency of golf course maintenance

