

Donald E. Hearn

agrostology, plant pathology, soil science, landscape architecture, construction engineering, business management, public relations, arborculture, 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.

ET 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 vounger 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

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

by WILLIAM G. BUCHANAN
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William G. Buchanan

HE 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 operations must be weighed against the game and playing conditions. Although it may be quicker for the worker to cut across a fairway to get to a point, is that shortcut worth the consequences? Will a worn area or a road develop? These questions must be answered through observation, followed by action wherever necessary.

The equipment used on golf courses must also be monitored. The equipment to be used — for example, walking versus riding greensmowers — is best determined by observation, and then someone must decide what is the most efficient equipment for the job at hand.

Monitoring takes several forms; communications with staff members is one of them. We have discussed the physical presence of the supervisor. At no time is it more important than in making sure instructions are being carried out properly and efficiently. Radios can save a tremendous amount of time when

operations are spread out, particularly through housing developments and multi-course operations. But again, a personal check — an on-site inspection – must eventually be made.

NE OF THE most efficient monitoring devices is a time study evaluation for each operation. Time sheets or cards are placed at a convenient area in the maintenance building. Each worker records the time it took to perform a particular task and the type of equipment that was used. At the end of the day, the superintendent determines how much time was required for each operation. By monitoring these times and studying the data, a very efficient operation is possible.

Another form of monitoring comes with the use of a daily diary. A number of superintendents record each operation accomplished each day, note any problems, and how the operation may be

better handled the next time around. Studying the daily diary and then taking action from what you learn leads to success.

Computers are the newest forms for monitoring operations today. In golf course maintenance, computers will be used effectively in monitoring budgets, labor costs, inventories, and all other financial considerations in the maintenance operation. Programs can be developed to study time and labor usage. The computer will soon be an essential tool for the golf course superintendent.

Monitoring can take place in a number of ways, but the most important of all are watching, observing, checking, and rechecking. No matter how many computers are developed in the future or how many assistants or other people you have working on the job, the only true way to monitor a golf course maintenance operation is to be there physically and observe for yourself.

SAUCON VALLEY COUNTRY CLUB LABOR DISTRIBUTION

Date

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NAME OUT IN OUT IN TOTAL CODE TIME CODE TIME TOTAL REPAIRS

1. GHEENS-COLLARS	4	H
A. Mowing		
B. Poling		
C. Watering		
D. Spraying		
E. Ballmarks		
F. Hole Changing		
G. Fertilizing		
H. Aerification		
Thatch Removal		
J. Topdressing		
K. Weeding	5	G
L. Debris Removal		
M. Minor Repairs		
N. Construction		
O. Miscellaneous		
2. TEES		
A. Mowing		
B. Poling	6	SA
C. Watering	1100	-
D. Spraying		
E. Divot Repair		
F. Tee Markers		
G. Ballwashers		
H. Fertilizing		
	7	S
Aerification J. Thatch Removal	250	31
J. Thatch Hemoval		
K. Topdressing L. Weeding		
M. Debris Removal		
N. Minor Repair		L
O. Construction	0	-
P. Miscellaneous		
3. FAIRWAYS		
A. Mowing	9.	TF
B. Poling		
C. Watering		
D. Spraying		
E. Divots		
F. Fertilizing		
G. Aerification		
H. Thatch Removal	10.	N
I. Weeding		
J. Debris Removal		
K Seeding & Repair		

1.	GRE	ENS-COLLARS	4. ROUGH	12.	IRRIGATION SYSTEM
	A.	Mowing	A. Mowing-Gang		A. Activating—Draining
		Poling	B. Mowing-Pro		B. Maintenance
		Watering	C. Watering		C. Improvements
	D.	Spraying	D. Fertilizing		
	E.	Ballmarks	E. Aerification	13	ROADS-PARKING LOTS
	F.	Hole Changing	F. Seed—Repairs		A. Snow Removal
	G.	Fertilizing	G. Spraying		B. Snow Fence Stakes
	H.	Aerification	H. Debris Removal		C. Repairs
	1	Thatch Removal	I. Construction		D. Maintenance
	J.	Topdressing			E Construction
	K.	Weeding	5. GREEN—TEE BANKS		E. Constitution
	L	Debris Removal	A. Mowing		
	M.	Minor Repairs	B. Watering	14.	FENCES-GATES
	N.	Construction	C. Fertilizing		A. Maintenance
	0.	Miscellaneous	D. Aerification		B. Improvements
			E. Seed-Repairs		
			F. Debris Removal	15.	BRIDGES-PATHWAYS
2	TEES	3	G. Construction		A. Maintenance
		Mowing			B. Improvements
		Poling	6. SAND TRAPS—BUNKERS		
	C.	Watering	A. Raking	16	EQUIPMENT
	D.	Spraying	B. Weeding		A. Routine Maintenance
	E	Divot Repair	C. Edging—Trimming		B. Winter Overhaul
	F	Tee Markers	D. Repairs		C. Painting
	G.	Ballwashers	E. Construction		D. Golf Carts
	H.	Fertilizing			D. Gon Garis
	1.	Aerification	7. SCYTHE—ROTARY AREA	149	DI III DINICE
	J.	Thatch Removal	A. Creeks—Lakes	177	BUILDINGS
	K.	Topdressing	B. Playing Area		A. Maintenance
		Weeding	C. Non-playing Area		B. Improvements
	M.	Debris Removal	D. Hay Removal		C. Painting
	N.	Minor Repair		DESCRI	CONTRACTOR
	0.	Construction	8. LAKES—STREAMS	18.	CLUB HOUSE—
	P.	Miscellaneous	A. Weed-Algae Control		GROUNDS MAINTENANCE
			B. Repairs		A. Club House Grounds
			C. Construction		B. Tennis Courts
3.	FAIR	WAYS			C. Chef-Shoudy House
		Mowing	9. TREES—SHRUBS		
		Poling	A. Spraying	19,	SPECIAL PROJECTS
		Watering	B. Pruning		Α.
		Spraying	C. Brush Removal		В.
		Divots	D. Transplanting		C.
	F	Fertilizing	E. Watering		D.
	G.	Aerification			E.
	H	Thatch Removal	10. NURSERY (Sod)		
	1.	Weeding	A. Maintenance	20.	OFFICE
	J.	Debris Removal	B. Replacement		A. Industrial Accident
	K.	Seeding & Repair			B. Vacation
		Construction	11, TOPDRESSING		C. Sick Leave
		Miscellaneous	A. Processing		D. Holiday