

1. A minimum 5-year appointment to the green committee. It often takes a year or two to become familiar enough with programs before an understanding and considered decision can be made.

2. Appoint people who are open-minded enough to view all sides of a situation.

3. Avoid having members who are all low- or all high-handicap golfers.

4. The board of directors should appoint a liaison person who also serves on the green committee. This should insure a proper flow of information in both directions.

MONEY IS NOT the problem. What we do with the available money is important. Hopefully, the superintendent's expertise will be recognized, along with his views in the decision-making process toward the most productive long-range goals. The superintendent must rely on the directors and committees to indicate the direction they want to go. When it comes to how to achieve these goals, the superintendent becomes the advisor and the committee becomes the advised. There is no need to reinvent the wheel each time a new committee is formed.

Directors are elected to operate the corporation efficiently. To me, that



John Monson

means hiring competent employees to accomplish established goals. Directors and committees should not get involved in the day-to-day operations of the club. That is exactly what the club is paying its supervisory personnel to do. If the club does not have faith in its department heads (personalities aside), then it would seem best for both parties to consider other arrangements.

One of the professional requirements of a golf course superintendent is to be an effective manager and leader. The superintendent cannot expect club officials to rely on his decisions if he does not continuously deserve their confidence and upgrade his knowledge. The GCSAA Conference, the GCSAA Certification Program, other seminars throughout the year, along with local universities and extension services offer us several opportunities to increase our knowledge. It is up to the professional golf course superintendent to take advantage of them.

I feel that money is usually available, but the direction for spending these funds is not controlled by the superintendent. Too often these monies are wasted on short-term, sometimes social projects and not on long-term golf course improvements. Golf course superintendents must never forget that we are employees of our clubs. But, I believe, we are hired because of our knowledge to direct and advise in the very specialized field of turfgrass management for golf. We are capable and experienced members of the green committee team. We want to fulfill our responsibilities to our committee, the club membership, and to the betterment of all of golf.

I Need A Secretary!

by **DR. DOUGLAS T. HAWES**

Director, Mid-Continent Region, USGA Green Section

I NEED A SECRETARY! I am away from my office 150 working days a year. I have 150 reports, 200 letters, and numerous monthly summaries to be typed.

Golf course superintendents and I, a traveling agronomist, have many things in common. For the most part we dislike being cooped up in an office for any length of time. We often do not give the same value to paper work as our bosses. We are likely to use the need to be out in the field as an excuse to postpone paper work that may be more necessary to the efficient running of our operation than we really appreciate.

A secretary can be helpful in getting that paper work done on time. A secre-

tary can make sure that you receive important telephone messages. A green committee chairman or club president expects to find us within an hour or two. Both of us must be reachable. A good secretary, combined with radio communication, can make that possible for you. A secretary quite often can calm the person on the other end of the line while making sure you get a readable message.

You are a busy man with a budget ranging from \$100,000 to \$500,000 or more. You have reports, letters, and records to keep along with budget calculations and prices to check. Indeed, a good secretary will save an amount of money equal to his or her annual salary

simply by comparative shopping for the best prices for parts, chemicals, fertilizers, and other golf course supplies. You cannot sit in the office all day and at the same time properly do your job. You must be in the field supervising.

I don't believe a secretary has to be a woman; the job could be filled quite nicely by a young student learning the golf course maintenance profession. The student could very easily fill in as a secretary three or four hours every day. This is an excellent way to learn from the paper work involved.

IT MAY BE difficult sometimes to justify hiring a full-time secretary. If this is the case, consider the possibility

that some women in your neighborhood have secretarial experience and would love part-time work. Some superintendents have taken a woman from the crew and used her as a secretary part of the time and as an outside worker the remainder of the time. Others have their wives fill the job part-time, or they use one of the secretaries from the clubhouse staff.

You are being required by the EPA, the IRS, the Water Department, the club accountant, the green committee chairman and many others to keep better records. A secretary can meet these requirements far better than you alone. Furthermore, the personal touch of a secretary in handling telephone calls cannot be overestimated.

Selling management on your needs for a secretary should not be difficult. Management people know the need for secretaries. A secretary will free you from routine tasks and allow you to do a better job of supervising men and making sure the golf course is in top condition at all times. A secretary will allow you more time for public relations work with your golfers, a job critical to your survival. I urge you to sell them on your need.



(Above) Some superintendents have asked a woman on the crew to serve as a part-time secretary and do outside work the rest of the time.

(Below, left) There is nothing like the personal touch of a secretary in handling telephone calls and comparative pricing.

(Below, right) A critical management tool in any operation is good communication.

