

# Daily Planning And Programming Of Work

By TOM LEONARD

Member, USGA Green Section Committee, and Superintendent, River Oaks Country Club, Houston, Texas

One of the more important factors of training and directing the golf course worker is the daily planning and programming of work by the golf course superintendent. To do only daily planning and programming on a golf course would be like a broad jumper who jumped without first making a run to the pit. Let us back up and make a run at this subject by starting with the planning for the entire year.

## Yearly Planning

In the year's planning, set up tentative schedules for new construction, fertilizing, cultivating, weed control work, etc. Plan the program for the greens, tees, fairways, and roughs into a chain of events, remembering the old saying, "a chain is no stronger than its weakest link." The work on a golf course is a never ending chain made of links of work activities. These links must be strong to get work completed efficiently and effectively, to use labor and material to their greatest advantages, and to help offset the high cost of maintenance.

## Seasonal Planning

**WINTER:** Fertilizer use is less in the winter than in other seasons. Less time is spent mowing fairways, tees, greens, or roughs. Plans must be made for tree plantings, to clean up unsightly areas, to replenish sand in bunkers, to trim trees, to repair and rebuild equipment, and to do the many other "off season" jobs. The winter can easily be your most important season because it gives one a chance to repair worn links from the preceding year, and an opportunity to plan on starting the new year with a strong chain.

**SPRING:** Plan for fertilizing, cultivating, topdressing, mowing, seeding, or sprigging worn areas, etc. Make plans, but wait until proper weather conditions exist before going into action. An impatient, too early start can weaken links in the chain at the beginning of the year.

**SUMMER:** Try to be in position to settle down to the general maintenance practices of mowing, spraying, watering, fertilizing, trimming, etc.

**FALL:** Continue regular maintenance and make adjustments in preparation for

winter. In the South, this is the time for over-seeding greens, tees, and other areas for winter months.

## Monthly Planning

In the monthly program, plan work links around golfing activities. Most country clubs have numerous special tournaments during a year. If special events are planned, it is very important to the members to have the course in good condition during that time. Edging bunkers or fertilizing fairways on a day of a tournament is bothersome to players. Plan these jobs earlier and have them completed so that fairways, greens, and tees are at their peak of condition for these events. Have bunkers edged and cleaned before the tournament, not during it. Have your greens mowed before the play starts.

## Weekly Planning

Consider normal circumstances in weekly planning of work. Plan spray schedules for greens, tees, and other areas. Plan for every day maintenance.

## Daily Planning

Ten points important to daily planning and programming of work are worthy of your consideration:

1. Have an assistant or a foreman with whom you can go over the activities that are planned for the day. After a day is completed, go over its operations and discuss in detail the plans for the next day. Be sure the program is understood exactly. Be sure he knows the plans for carrying out jobs. It is important for some one **other than** the superintendent to be fully acquainted with the plans, because in many instances work could be interrupted by visitors such as salesmen, members, friends, or even chairman of the green committee, or the superintendent may be gone from time to time to meetings such as this one, and the work must go on. It would not be very impressive if all workers stopped working and started waiting for instructions because the green committee chairman dropped by to talk about how a project was getting along.

2. Plan daily maintenance so the work will least interfere with play. Jobs that

may interfere with play can be performed when play is light. Cultivate on days when the club is closed or when play is light.

3. Plan your work so that larger operations can be started and completed in a reasonable length of time. Do not have so many projects 'open' that it becomes impossible to complete any of them. The day of the torn up golf course is over.

4. Listen to the weatherman. There is no need to plan to topdress greens or spray herbicides on fairways when the weatherman predicts rain. If inclement weather is forecast, and you know it, you have a chance to revise your program, or to put an alternate program in effect. Have some inside work planned for extreme weather.

5. Place employees on jobs where their abilities, desires, and interests can be used to the greatest advantage. Study employees abilities to be able to do certain jobs better than others. Learn which jobs each employee prefers to do and use him there when possible.

6. When a man proves he can do a job correctly, keep him on that particular job when possible. Example: Have regular greens cutters. Have an alternate to be used as a standby in case a regular can't be at work. Under this system an employee learns the job better because he is doing it over and over. I don't mean by this that a man should know only one operation. Your employees should be trained to do every phase of work so they can fill in on any job at any time needed. Daily work should be so routine to employees that you should only have to brief them on the jobs to be carried on, and never have to ask the fairway cutters to mow clockwise, counter clockwise, or across, nor a bunker man to cross rake the sand. They should know their jobs and do them correctly.

7. Plan an alternate daily program. Many work days are interrupted by the weather, equipment breakdowns, or sickness of employees. An alternate program should be planned.

8. On daily jobs, such as mowing greens, have a list of work items that you expect your employees to follow. The employees will learn that jobs are to be carried out in certain ways and these daily jobs will become routine easier and

quicker. Here is an example of a list for greens mowing:

- ( 1 ) Pole dew from the green.
- ( 2 ) Watch for spikes from shoes, rocks, coins, etc.
- ( 3 ) Remove flagstick from the hole and leave by mower transport wheels.
- ( 4 ) Start on one side of the green—not through the center.
- ( 5 ) Mow in a different direction each day.
- ( 6 ) Do not allow basket to "run over" with clippings.
- ( 7 ) Carry clippings to designated place when basket becomes full.
- ( 8 ) Mow at a normal pace—never overspeed the mower.
- ( 9 ) Turn the mower slowly enough so as not to lose control or bump back into a green.
- (10) Mow outer circle of green last.
- (11) Pole the green of any clippings that may have been dropped by the mower.
- (12) Replace the flagstick.
- (13) Always use wheels to transport.
- (14) Clean equipment before storing.

Greens cutters under this operation know what is expected of them and will take pride in doing a good job. Have similar lists for other operations that are carried out regularly.

9. Inform your employees: Don't keep your employees in the dark from lack of knowledge. Give them as much information about your plans as possible. There is no way that knowledge to your employees can hurt your operation or your position. The more an employee knows about a piece of equipment, the better he will be able to operate it. The more an employee knows about a golf course and its operation, the better he can do his job for you. He will learn to observe the golf course and report to you things such as broken limbs, leaking water fountains, heel prints on greens, etc. You should show your appreciation to employees for such help. The more your mechanic knows about a piece of equipment, and its application, the more apt he is to make it perform perfectly for its job. Your employees can answer many questions from

members if they have a general knowledge of your program on the golf course. This knowledge also raises the morale of your employees, and gives them a feeling of more security on the job.

10. Safety must be listed as one of our more important links when we consider the golf course workers. Constant remind-

ing of safety precautions to an employee shows your interest in him and his welfare.

There are many important links in the chain of daily planning. The superintendent who gives attention to every link will build the strongest possible chain of management practice.

## ***Training the New Worker***

By **WILLIAM H. BENEYFIELD**

Western Region Director, USGA Green Section

**S**ince this is the age of "Do it Yourself," I am going to attempt to put you to work both physically and mentally—and thereby avoid having to work too hard myself. You can see that this is going to be an unorthodox presentation. You are in for a treatment rather than a treat. When it is all over, however, I hope that the experience will be a memorable one and perhaps, because of it, you will have a greater insight to the emotions and feelings of the new worker on a rather important day in his life—his first on a new job.

We are going to attempt some very simple projects and I will need your full interest, co-operation and participation if this undertaking is to prove to be worthwhile.

### **A Simple Project**

Each of you should have three of the 5 x 8 cards normally used for office indexing. Now, the first project that I ask is for everyone to take one of your index cards and make one of these simple paper boxes exactly like the one I hold in my hand. It is a very simple box made from a flat piece of paper similar to the one you will use. With this audience of above average intelligence, we will surely have no difficulty in solving this fourth grade problem. Incidentally, this is a leakproof box as there are no cracks in the bottom or on any of the box sides. All of the edges of the paper are at or above the top level of the sides of the box. O.K. now, please, everyone take a few minutes to make one of these boxes. Your co-operation is desperately needed as the rest of my presentation depends upon your making such a box right now.

(One minute pause)

Well, I can see that things are not go-

ing too rapidly on this first project so let's have a brief word of explanation. Now if you will all stop your present work, I will show you very briefly how to make this box so that we can proceed.

### **Instructions**

First, let's take a new sheet of paper. This should be folded into three equal parts. This is done in width as well as in depth of the paper.

Now, in the upper left hand square that has been formed by these folds, all you need do is fold from the center of the left hand margin to the lower right hand corner of this upper left hand square. Repeat this on all four corners. Very simple—it's simply a fourth grade problem.

Now, if you will complete your box as rapidly as possible we can go on to the next project. I am surprised that this room of men who have been very successful in a number of fields of endeavor (including turfgrass management) are having so much difficulty with this very simple problem. Let's apply ourselves and move forward to the next project.

Here is the box. It was made from the same type of paper that I asked you to make yours from. It was done right here before your eyes. It is a leakproof box with all of the paper edges at or above the top level of the box. There is no need to tear the paper as this is a simple folding operation.

(Several moments delay)

Well, let's all stop our work again and see if we can't get together on this very simple undertaking. There is not a great deal of mental or physical skill required and yet something has obviously gone wrong. Why didn't this work out?