

you will be back at the old rotting barn with the dirt floor that has been the club maintenance center all these years. Well, I believe you can sell almost any idea if you put it in terms of dollars and cents saved, or even some rather good intangible gains. Maybe you could sell the idea of a better maintenance area if you gave some thought to how much it might save in time and money, what it would do for employee morale (including your own), and what it would do for the club image and property value. My father always told me that, "The only one who need not worry about this public image is the man who has everything he is ever going to want." The club should be really concerned about this because when you leave, they may find it difficult to replace you with the kind of man they want and need if their facilities are poor and they are unwilling to improve them.

Before writing this paper, I asked several superintendents to give me some ideas on programming maintenance. Their reaction was, "It can't be done." This was another reason for changing the title to Organization in Maintenance.

When asked for some thoughts on programming, I feel sure the first thoughts that flashed across the superintendent's brain were something like this: "Only three of my nine men showed up this morning and the weather was perfect. Yesterday I was going to aerate greens and it rained all day — everyone came to work then."

Your thoughts right now might be that organization won't help get your men to work and it won't change the weather. It may not, but it will help you make the best of a poor situation. When it rained, did you have an alternate work plan or some odd jobs lined up that could be done? When the mower broke down did the operator sit around until it was fixed or did he go on to another job, or better still, help with the repair work. If the broken

part on the mower was common, or a frequently replaced part, you should have had spares in stock so that down time was minimal. Also, you should immediately replace the used part in stock.

You need not have a huge parts inventory but if you run to the store every time you need a few nuts and bolts, you are certainly wasting a lot of time and money which would be better spent on the parts themselves. The items could usually be delivered before you need them along with a larger order of something else.

If your operation is organized, you need not be wondering what is going on there right now while you are here, nearly so much as if you left the man under you in charge with a few well chosen words such as, "Try to find something for the men to keep them busy until I get back," or "I'm sure you can figure out something to do." With organization, your second man will have no doubt about what is to be done or how to do it. This is where the military's standard operational procedure idea comes in, it clearly points out the essential details of the job to be done.

Today, even the military is having trouble with discipline at all levels and here I am talking to you about military organization for your golf course crew. Your discipline is not enforceable and your crew may very well be comprised of rejects. Not just military rejects, but rejects from almost anything. Organization under such circumstances seems almost hopeless but that is why we are also spending time on this program talking about motivation and management.

As a golf course superintendent you will wear many hats. Being a turf expert is only a part of the job; sometimes a small part. The golf course superintendent of today must continually seek to improve his management skills and leadership abilities. He must be a businessman and he can't afford to be unorganized. Let's stop saying, "Tomorrow we are going to get organized." Do it today!

*Former recipient of the Green Section Award Tom Mascaro congratulates the Graffis brothers.*

