



STAFF MONITORING DURING THE CUTTING SEASON

David Weston recommends a system of evaluating how the greens staff are being employed during the cutting season.

Secretary At Work: February 2007 *(reviewed March 2012)*

It should be stressed at the outset that any attempt to do Work-Study by "Time" basis on the golf course is doomed to failure. There are too many variables: weather, interference from golfers, vigorous grass growth conditions that can affect the overall time taken to do a regular task. However, doing this "evaluation" exercise can reveal how staff are being used, record the number of hours experience they have had using a machine to do a specific task, and monitor holidays, overtime working and illness during the cutting season. It is particularly valuable factual reference for responding to queries that are raised during Committee Meetings. In an ideal situation, this exercise should be carried out by the Course Manager, if he has a computer, rather than the Managing Secretary, but the time required each month to generate the figures by either is not onerous. For those who are capable of integrating Spreadsheets, that time will be even less. It is now the present Written Policy of the Club that all staff should be trained to do all the routine tasks, necessary on the golf course, and use safely, all the different types of machinery. In addition, all staff members are required do the various forms of manual work, not excepting the Course Manager. In an increasing litigious society, it is important to show that, as a concerned employer, one's employees have not been required to be exposed to the vibration effects of a particular machine for too long a period. Nor have they been subjected to repetitive manual work if it is possible to reduce it. There is the extra benefit to both the Club and to each individual staff member of their being multi-skilled. In a "Professional" situation a progressive Course Manager will welcome an exercise of this type as the results will provide him with a wealth of information to enable him to manage his staff and the course more effectively.

Task Sheet (App E) This consists of three columns. Column One lists all the approved uses of time at work, Two, a set of standard abbreviations for them and Three, the machinery that is used in carrying out each task.

Weekly Work Sheet (App D) Each Greenstaff member is required to fill in a Weekly Work Sheet. They record daily on this, the abbreviation for the task and the number of hours spent doing it.

These figures are transferred onto the computer on the **Weekly Staff Sheet**. For Week 30 (App F) the results are shown.

The "Total" column is obtained by "Summing" the figures on each line. From then on it is simply a matter of the moving of information to related spreadsheets. All the sequenced Spreadsheets (prepared on Excel) have the same data list of Tasks down the Left Hand Side. To tabulate what C was doing over an eight week period, his number of hours column is highlighted, copied and pasted into his Two-monthly **Employee Sheet** (App G). This is repeated each week over the 8-week period and by "summing" across each line, his total time for each task, undertaken, is obtained. There are 6 of these Two-Monthly Employee Sheets, one for each member of staff.

The **Total Work Analysis Sheet** (App H) is obtained by highlighting the Total Column on App F, copying it and then pasting using the Paste Special function as "numbers". Each line is then "summed". For reasons of brevity, a two-monthly sheet has been illustrated rather than the six-monthly one used in practice. The figures used were obtained in the work situation (in the 1990's), several years before the current Club Policy Document was formulated and approved.

Some of the results highlighted by the exercise deserve attention.

Consider App G:

It would appear that C was regularly employed in cutting the fairways. Was he the only staff member capable of using the new hydraulic quadruple gang machine? (Answer yes!) Could he also use the machine for mowing between trees? (Answer No!)

Was it sensible to allow one employee a continuous holiday period of 12 days in the growing season and then allow him a further day within the two-month period?

Consider the results shown in App H:

Were the greens of a consistent speed when the number of times they were cut varied between 3 (week 34) and 6 (week 35) times a week?

Is it a sensible use of staff time to spend as much time manually raking bunkers as is spent cutting Greens? Did the Club Management approve the purchase of a mechanical bunker rake after seeing this analysis sheet and were the staff pleased to be relieved of the regular manual raking of sand? (Answer Yes! On both counts)

Was the Course Manager evaluating his responsibilities fairly to both the Club and to his staff, in allowing the number of holidays that he did, during the high summer period? Should all holiday approval lie with the Managing Secretary rather than the Course Manager?

Did the high time requirement for machine maintenance indicate that some of the vital cutting machinery needed replacing? Could the club afford to have that amount of "down time" during high summer?

Who failed to hand in their work sheet during week 35 and why?

What were the "odd jobs" that were averaging out at 13 hours of staff time per week?

There were many positives for the Club and the Greens Staff in discussing the results of this analysis with them and obtaining their comments. One member of staff cut the greens in a different order to the others and saved 15 minutes each time. His route was adopted as standard. Whilst emptying the litter bins on each tee, the tee markers can be moved at the same time, now standard practice every Friday afternoon. The time spent on bunker maintenance was out of all proportion to their value as hazards, ten have been converted to grass swales without affecting the playing characteristics of the course, and saving both time and money on maintenance. For a College student gaining work experience, at the end of the summer their "Personal Employee Sheet" can be retained by them. By adding an extra column, detailing the machine used for each task, he/she has a sheet to place in their CV recording the hours of experience on a particular machine doing a specific task. The same principle applies with permanent staff as their annual record of their experience with tasks and machines may be retained with their personal files. Should they have any work related health problems in the future, the Club will have an accurate record of their long-term work programme.

Appendix D

Day	Start Time		Tea Break			Lunch	WASH DOWN TIME 15 MINS BEFORE FINISHING + REFUEL MACHINERY BEFORE PUTTING AWAY	Wash down	Finish	Hours
		→10 AM		10.20 AM to 1.00 PM	1.30 PM →					
M o n	AM	HRS		HRS					PM	
T u e	AM	HRS		HRS					PM	
W e d	AM	HRS		HRS					PM	
T h u	AM	HRS		HRS					PM	
F r i	AM	HRS		HRS					PM	
S a t	AM	HRS		HRS					PM	
S u n	AM	HRS		HRS					PM	

W/E / /20....

WEEKEND ON / OFF

WEEK NO:

NAME :

SIGN: OVERTIME _____ HOURS

COUNTERSIGN: TOTAL _____ HOURS



Appendix E

Key	Task	Machine (s)
Mow G	Mow Greens	GM5
Mow T/A/TG	Mow Tees/Aprons/Temp Greens	Triking 1900
MF	Mow Fairways	Toro 5300
M SR	Mow Semi-Rough	Tractor/ 5Gang
M R	Mow Rough	Tractor/ 5Gang
M BTr	Mow Between Trees	Kubota F2400
M Rd T	Mow Round Tees	Victa
M BB	Mow Bunker Banks	Victa/Flymo
M PG	Mow Practice Ground	Toro 5300
M Rd C/H	Mow Round Club House	Victa/Flymo
M G/Pds	Mow Gully/Pond Banks	Victa/Flymo
Change H	Change Holes	SV/Cushman
M Mark	Move Markers	SV/Cushman
Remove Dew	Remove Dew	SV Cushman
V/Cut G	Verti-Cut Greens	Greensking Mk4
Rake B	Rake Bunkers	Sand Pro/Hand
Spk G	Spike Greens	SV/Sorrel
Irrig	Work on Irrigation	Any transport
Empty Bins	Empty Rubbish Bins	SV/Cushman
Odd Job		
Admin		
Spray	Spraying	SV/Hardi
Rake Fairways	Rake Fairways	Tractor/ Outfield Rake
Test M/C	Test Machines	Various
Maint	Maintenance	All
Man Irr	Manual Irrigation	Any transport
Dew/MM/B	Remove Dew/ Move markers	
Hols	Holidays	
Fuel	Collect petrol from town	
Divot Fill	Sand & Seed tees & fairways	
Illness		
Seed/Dress	Top Dress Greens/overseed	
Meetings		
Play Golf		
Training		
BunkRen	Refurbish Bunkers	
Strim	Strim individual areas	
Fert	Fertilise greens	
PreWinT	See up Winter Tees	SV/ Ford 3930

Appendix F: Weekly Work Sheet

Week 30	Total	A	B	C	D	E	F
Mow G	17.50	8.00		5.00			4.50
Mow T/A/TG	8.00		3.00				5.00
MF	12.50		12.50				
M SR	7.00		3.00		4.00		
M R	21.50		6.00		14.50		1.00
M BTr	7.00				2.00	5.00	
M Rd T	15.50		2.50		2.50		10.50
M BB	10.00	9.50					0.50
M PG	2.00				2.00		
M Rd C/H	0.00						
M G/Pds	0.00						
Change H	15.75		4.00		7.50		4.25
M Mark	3.25		2.50				0.75
Remove Dew	1.00						1.00
V/Cut G	0.00						
Rake B	25.50	4.50	5.00	3.00	6.50	2.00	4.50
Spk G	0.50						0.50
Irrig	0.00						
Empty Bins	1.00						1.00
Odd Job	13.50	4.50	0.50			6.00	2.50
Admin	0.00						
Spray	12.00					12.00	
Rake F	0.00						
Test M/C	3.00	0.50	1.50				1.00
Maint	15.75	9.00	2.50		2.75	1.00	0.50
Man Irr	2.00					2.00	
Dew/MM/B	1.50		1.50				
Hols	42.00			32.00		10.00	
Fuel	0.00						
Divot Fill	0.00						
Illness	0.00						
Seed/Dress	4.50					4.50	
Meetings	0.00						
Play Golf	0.00						
Training	1.00						1.00
Edge Bun	4.50	3.50					1.00
Strim	2.00						2.00
Fert	0.00						
College	0.00						
Total	249.75	39.50	44.50	40.00	41.75	42.50	41.50

COURSE MAINTENANCE

7076

Appendix G: Bi-Monthly Employee Sheet

Employee C	Total	37	36	35	34	33	32	31	30
Mow G	37.00		12.00	2.00	4.00	14.00			5.00
Mow T/A/TG	11.00	3.00		8.00					
MF	82.00	13.00	17.00	2.00	16.00	18.00	16.00		
M SR	9.00			5.00	4.00				
M R	5.00					5.00			
M BTr	0.00								
M Rd T	0.00								
M BB	5.00			4.00	1.00				
M PG	6.00	5.00		1.00					
M Rd C/H	0.00								
M G/Pds	0.00								
Change H	3.00	3.00							
M Mark	0.00								
Remove Dew	7.50		1.00	1.50	3.00		2.00		
V/Cut G	10.50			5.50		5.00			
Rake B	19.50		5.50	3.00	6.00	2.00			3.00
Spk G	0.00								
Irrig	0.00								
Empty Bins	0.00								
Odd Job	9.00		7.00		2.00				
Admin	0.00								
Spray	0.00								
Rafe F	0.00								
Test M/C	2.00				2.00				
Maint	9.00	5.00	2.00		2.00				
Man Irr	0.00								
Dew/MM/B	3.00	3.00							
Hols	104.00			8.00			24.00	40.00	32.00
Fuel	0.00								
Divot Fill	0.00								
Illness	0.00								
Seed/Dress	1.00			1.00					
Meetings	1.50					1.50			
Play Golf	0.00								
Training	0.00								
Edge Bun	0.00								
Strim	0.00								
Fert	0.00								
College	0.00								
Total	293.00	32.00	44.50	41.00	40.00	45.50	42.00	40.00	40.00

Appendix H: Total Work Analysis

Total	Total	37	36	35	34	33	32	31	30
Mow G	155.75	12.00	20.50	24.00	14.50	29.50	16.25	21.50	17.50
Mow T/A/TG	76.75	12.50	8.50	8.00	9.75	10.00	11.50	8.50	8.00
MF	110.00	13.00	17.00	2.00	16.00	18.00	16.00	15.50	12.50
M SR	35.25	6.00	3.00	5.00	4.00	3.50	2.75	4.00	7.00
M R	105.50	11.50	4.50	0.00	16.00	21.50	14.00	16.50	21.50
M BTr	31.50	21.50	0.00	0.00	0.00	3.00	0.00	0.00	7.00
M Rd T	45.50	0.00	16.00	0.00	2.50	0.00	11.50	0.00	15.50
M BB	48.50	9.00	5.50	4.00	4.50	7.00	8.50	0.00	10.00
M PG	24.75	6.00	5.00	3.00	1.00	0.00	7.75	0.00	2.00
M Rd C/H	3.50	0.00	0.00	0.00	0.00	0.00	0.50	3.00	0.00
M G/Pds	13.00	0.00	0.00	0.00	0.00	13.00	0.00	0.00	0.00
Change H	99.50	9.00	10.50	5.50	13.25	16.00	18.50	11.00	15.75
M Mark	16.75	6.00	1.50	1.00	2.00	0.50	1.50	1.00	3.25
Remove Dew	27.00	4.00	1.00	1.50	6.00	2.50	3.50	7.50	1.00
V/Cut G	29.50	0.00	0.00	8.50	0.00	9.00	0.00	12.00	0.00
Rake B	155.75	0.00	26.00	8.00	35.75	21.00	21.50	18.00	25.50
Spk G	25.75	0.00	7.00	0.00	0.00	6.00	0.00	12.25	0.50
Irrig	23.50	2.50	7.50	8.50	2.50	2.00	0.00	0.50	0.00
Empty Bins	9.00	0.00	1.00	1.00	2.00	2.50	0.50	1.00	1.00
Odd Job	108.25	15.00	20.00	1.00	9.00	14.75	24.00	11.00	13.50
Admin	9.25	0.00	2.50	0.00	2.75	1.50	1.00	1.50	0.00
Spray	23.75	0.00	0.00	0.00	2.75	0.00	0.00	9.00	12.00
Rafe F	18.00	0.00	0.00	0.00	14.00	0.00	0.00	4.00	0.00
Test M/C	16.50	0.00	2.50	0.00	6.50	3.00	1.50	0.00	3.00
Maint	105.00	13.25	22.00	4.25	21.00	11.00	14.25	3.50	15.75
Man Irr	27.00	0.00	8.50	0.00	2.50	6.00	0.00	8.00	2.00
Dew/MM/B	30.00	18.00	2.50	3.00	2.00	1.00	0.00	2.00	1.50
Hols	296.00	4.00	48.00	66.00	16.00	24.00	48.00	48.00	42.00
Fuel	2.50	0.50	0.50	0.00	0.50	0.50	0.00	0.50	0.00
Divot Fill	26.25	0.00	0.00	5.00	0.00	0.00	21.25	0.00	0.00
Illness	22.00	0.00	0.00	0.00	0.00	6.00	0.00	16.00	0.00
Seed/Dress	61.50	13.50	2.00	41.50	0.00	0.00	0.00	0.00	4.50
Meetings	10.00	2.50	1.50	0.50	1.50	3.50	0.50	0.00	0.00
Play Golf	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Training	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
Edge Bun	64.50	19.00	0.00	2.00	31.75	0.00	6.25	1.00	4.50
Strim	17.00	2.50	0.00	0.00	2.00	2.50	0.00	8.00	2.00
Fert	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
College	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
P.WinT	25.50	25.50	0.00		0.00	0.00	0.00	0.00	0.00
Total	1900.75	226.75	244.50	203.25	242.00	238.75	251.00	244.75	249.75

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