

gcm

GOLF CLUB MANAGEMENT

LEAD STORY • Interview with Ken Viljoen	1
HR: DEVELOPMENT • Causes and effect of stress	4
TURFTEK • Watering of greens	7
HR: LEGAL • Tackling the HIV/AIDS threat	9
BIRDIES AND BOGEYS • Snippets	10
FROM THE CMAA • Investing in your future	11
COURSE MANAGEMENT • Green speeds	13
PGA FEEDBACK • Great Britain and Europe congress	14

A monthly newsletter brought to you by *Compleat Golfer* magazine.

Volume 3 Issue 2

SAGDB: Viljoen asks for bigger contribution from clubs

Ken Viljoen – Managing Executive of the South African Golf Development Board talks to board member Ian Leach about the changing structure and role of the South African Golf Development Board and what clubs can do to support golf development.

Ian: *What contributions have golf clubs made to the development of golf in South Africa?*

Ken: With some notable exceptions, golf clubs have remained on the sidelines of golf development. We have gained incredible support from clubs such as Somerset West GC and King David GC, and through the Rand-a-Round project being run in Central Gauteng, but at many clubs we still struggle to secure buy-in from members. The pity is that clubs could make such an enormous difference to what we're trying to do through minimal contributions. Through doing such things as providing playing times, transport, meals and memberships to our players, reducing or waiving green fees, and becoming involved in projects like Rand-a-Round and "adopt-a-chapter", clubs can make a tremendous difference.

Ian: *Transformation in business and sport is imperative for the long term stability of society. The sport of golf including administrative bodies, golf clubs, golf players and other sectors of the golf community are often criticised by government for not doing enough. Is this justified?*

Ken: I think it's generally accepted by all golf's bodies that the sport is not demograph-



Will Ken Viljoen, recently appointed Managing Executive, make things happen at the SAGDB?

ically representative. Everybody recognizes that more needs to be done, and the first step should be to assist the SAGDB. This could help to rectify the imbalances in the long-term, because our aims are holistic. We're not only interested in unearthing future champions, but in growing a culture of golf in communities where it never existed.

Ian: *Give us some background to the SAGDB.*

Ken: The body was initiated by Johann Rupert and former SA Tour commissioner

Arnold Mentz at a meeting of all South Africa's golfing bodies at Pecanwood in 1999. It was formalised and mandated in 2000 at a Confederation of South African Golf (COSAG) meeting under the chairmanship of Johann Rupert (SA Tour) and Peter Morris (SAGA). The board was officially recognized as the vehicle for golf development in South Africa, by bodies such as the SAGA, WGS, SA Junior Golf Foundation, the PGA, the SA Clubs Association, the SA Development Trust and the Sunshine Tour.

Ian: *The SAGDB has accomplished a considerable amount in the development of golf, yet it has also been the victim of criticism. Has this been justified?*

Ken: The SAGDB has always been scrutinised very closely, and this has led to a lot of criticism being leveled against us, some of it justified, but much of it not. At the end of 2005, the SAGDB was widely perceived as being administratively too heavy and this view was endorsed by the board of directors. This necessitated a rethink of the way the SAGDB operates and that's what drove the restructuring process.

However, the assumptions that we have

Continued on page 3

Continued from page 1

enormous amounts of money at our disposal and spend funds recklessly without any proper procedures in place are not valid in any way. We are very careful how we spend our money precisely because we have so little of it to spend. We do not have a single financial sponsor, and our income is entirely in the form of grants, donations and support from Johann Rupert's companies.

The restructure was necessitated because we needed to create a sustainable, business-orientated organisation that could be measured on performance, and be accountable to stakeholders. We wanted to ensure the best possible opportunities for the children on our programmes. The board of directors agreed that budgets needed to be reviewed to ensure that a minimum of 70% of total expenditure went to operational costs.

Unfortunately to achieve this we did have to downsize our head office staff, close all our regional offices, and ask development managers to work from home. But we believe this was necessary to get the SAGDB back on the right track and focused on our most important work – growing the game of golf.

Ian: *How is your board of directors structured, and what role do the board members play in assuring full compliance with the right standards of corporate governance?*

Ken: Representatives from all of South Africa's official golfing bodies sit on the board, together with five independent non-executive directors who have a wealth of experience in different spheres of the golf industry. There are a number of active committees at board level:

- the finance and audit committee,
- EXCO,
- the technical committee,
- the sponsorship committee,
- the remunerations committee.

EXCO tries to meet on a monthly basis to assist senior management with operational matters, while the finance and audit committee meets on a quarterly basis to review the board's financial situation. These sub-committees play an integral role in ensuring that the SAGDB adheres at all times to sound financial practices.

Ian: *Golf development is all about growing the game of golf. What is your strategy to accomplish this?*

Ken: Our strategy is to target children between the ages of eight and 18 primarily from underprivileged and previously disadvantaged areas, and provide them with coaching and playing opportunities in a structured environment. We try to reach

We cannot rely on outside support if the golf industry itself is not prepared to back golf development

these learners at as young an age as possible to ensure best results when coaching, and instill an ethos that will last through their lives. We approach golf coaching from a holistic perspective, including life skills into our programmes so that we don't produce only talented golfers, but also competent club-level golfers.

Ian: *Has this strategy been successful?*

Ken: It has been successful to a degree, but part of the reason for the restructuring was that the board felt the previous strategy hadn't been successful and focused enough. We have therefore implemented a new coaching manual and a formal plan called "Project 312" which has put clear measures in place for how many children we need to see progressing through our programmes at different levels in the different regions.

One of our primary aims is to feed talented golfers into the Ernie Els and Fancourt Foundation, and currently 12 graduates of the SAGDB are members there. We have also had a number of our juniors selected for SAJGF provincial teams at all age group levels.

Ian: *What are your major sources of funding and are these sustainable into the future?*

Ken: Johann Rupert remains our primary benefactor. Through his companies, he currently contributes around 75% of our total income. In addition, we currently receive grants from the Government and

the SAGA, and were recently recognised by the R&A, which has pledged to make contributions for the next three years. We also receive grants from the National Lotteries Board for special projects. The Central Gauteng Golf Union supports us through the Rand-a-Round initiative, and we have also benefited from a number of donations from private companies and individuals. Earlier this year we established a Patrons Club, through which a number of major South African companies are supporting golf development.

Unfortunately, the only way the sustainability of the SAGDB can be assured is if the golfing public and corporate South Africa actively support our programmes. We cannot rely on outside support if the golf industry itself is not prepared to back golf development.

Ian: *What new strategies do you have to secure new and sustainable income?*

Ken: Included in Project 312 is the proposal that golf clubs should be encouraged to "adopt" chapters and actively support the SAGDB's operations in their specific areas. We need to secure financial support in this way to be able to make the current structures sustainable and to expand our coaching programmes into new areas across the country.

We also hope that the Patrons Club, which was initiated by board member Selwyn Nathan, will continue to grow in the future and create a consistent source of funding for the board.

The contributions we receive from donations made at the Dunhill Links Championships are also crucial, and we hope to build on that relationship as well. It's important that we continue to foster relationships with the Government, the Lotto, the R&A and the SAGA to ensure that the funds we receive from these stakeholders are forthcoming on an ongoing basis.

See page 10 for full list of SAGDB directors.

*For further information contact
Ken Viljoen at the SAGDB on
021-852-8056 or info@sagolfbboard.org
or Ian Leach on 082-892-8693 or
at ianleach@bdmail.co.za*

Making stress work for you

Andrew Wilson examines what causes stress and outlines the steps managers can take to make stress a positive experience.

AS THE PACE OF LIFE increases, so do the stress levels. Golf clubs are not immune from this phenomenon; the trick is to be able to identify when stress levels are becoming counterproductive. Yes, stress can be good for you. It can help you to perform at your limits. It can also obviously be bad for you and can not only adversely affect your performance but also your health.

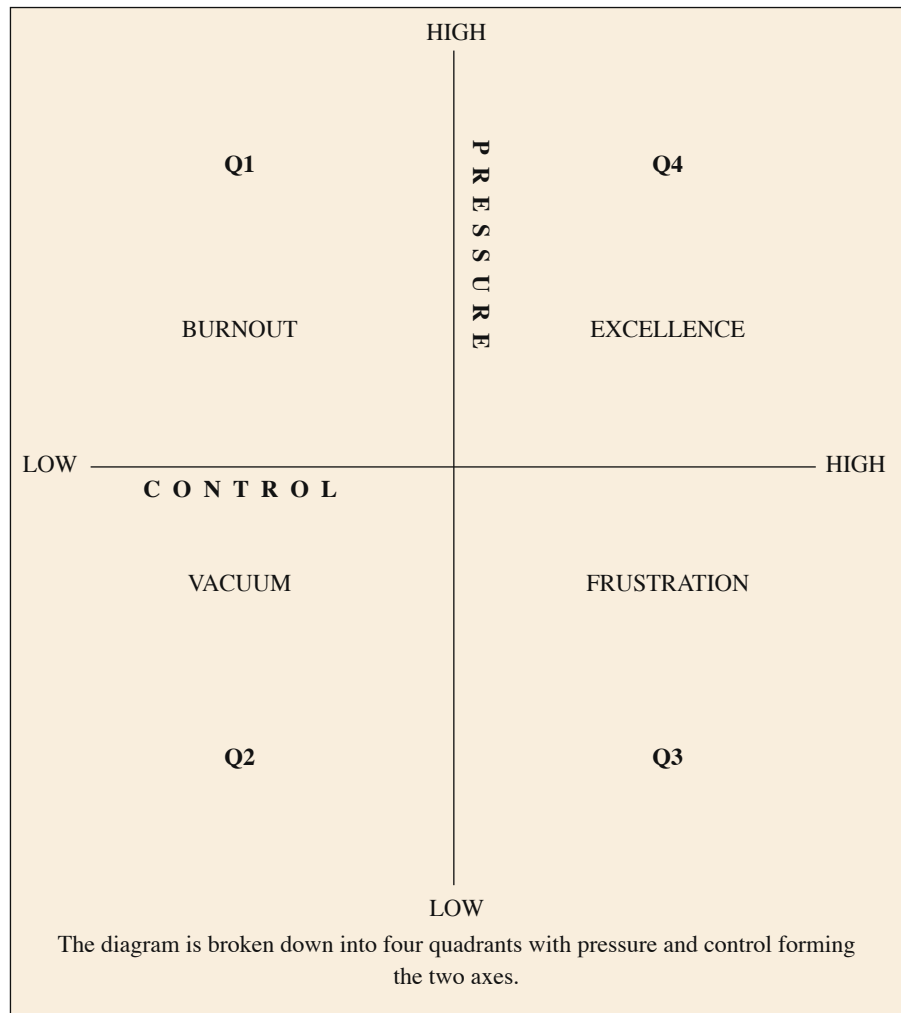
Stress is a very complex subject and involves both the mind as well as the body. It would be impossible to cover all aspects of stress in one article. In this article we will try to help managers identify the type of stress that either they or their team members are experiencing, and suggest ways of turning negative stress into positive stress.

There are two basic forces that create and influence stress:

- 1. Pressure** – this is the amount, importance or intensity of work that a person has to carry out. Eg a golfer has to sink a four-foot putt to win the US Open. The amount of work is minimal, but the importance and intensity is extreme. A professional golfer who has already won major competitions and who has “been there before” is likely to suffer less negative stress than a rookie who is experiencing the extreme level of stress for the first time. More on this later in the article.
- 2. Control** – this is the degree to which the person has control or influence over their work. Control can be broken down into four components:
 - i. Information.
 - ii. Skills.
 - iii. Authority.
 - iv. Rewards.

A person who has the appropriate information, the necessary skills, the authority to operate, and fair recognition and rewards for results achieved, is likely to feel empowered and therefore in control.

Let's now look at a diagram to help us



understand these two variables and the roles that each play.

We will look at each quadrant in turn to see what type of stress is created and what the likely effects on people will be.

Quadrant 1 – High pressure/ Low control

Under these circumstances, staff are expected to deliver results without the necessary information, skills, authority or rewards that would be appropriate to enable them to perform at the required level. If any of the four components of control are missing or inadequate, then results are likely to be disappointing and the person

concerned is likely to be suffering a level of negative stress.

In extreme cases, this environment leads to burnout and breakdown.

Quadrant 2 – Low pressure/ Low control

Under these circumstances, staff are left in a vacuum. This scenario is often found in bureaucracies and government departments where the need to deliver results is secondary to “keeping out of trouble”. Things are done by the book and the book hasn't been changed for the last twenty years! Quality staff will leave and standards will spiral downwards. Those who stay will

create issues to complain about, that have nothing to do with their own performance but are likely to create trouble for others. In the business world it is known as playing the “got you” game.

Quadrant 3 – Low pressure/ High control

Under these circumstances, your better staff are likely to feel frustrated. They will either find other, more creative ways of spending their time at your expense, or they will leave. Your average to poor staff will hang around as long as the social side of work is appealing or until anything better turns up.

Quadrant 4 – High pressure/ High control

This is the ideal quadrant to be in. Generally speaking, people perform at their best when they are under pressure to perform and have the necessary information, skills, authority and rewards to perform. We all know the saying, if you want something done quickly, give it to the busiest person in your team.

Going back to the example of the four foot putt to win the US Open, it reminds me of Gary Player’s famous statement that he made along the lines of “the harder I practice the luckier I get.” He was making sure that, through practice, he had the necessary control to be able to confront any situation he found himself in on the golf course. Whether it was a bunker shot to save par or a four foot putt to win a Major, he had practiced it enough times to give him the confidence to perform even under the most extreme pressure.

The same principles apply within the work situation. As a golf club manager, it is your responsibility to ensure that your team members are kept under pressure to perform, and also that they have the necessary information, skills, authority and recognition/rewards to enable them to perform at the required standards.

A word on pressure before we move on. You don’t motivate people by giving them more of the same tasks to do. People grow through being given new and challenging assignments. There is a measure of routine in every job but try to keep it to a minimum. Variety is the spice of life so make sure you create pressure through increasing stand-

ards and encouraging innovation rather than through sheer volume.

Lets briefly look at what these four components of control include.

Information

Make sure your team members have a clear job description and know exactly what is expected of them. Not only what they have to do but also what standards are expected and what they should be achieving. Keep the

*As a golf club manager,
it is your responsibility
to ensure that your team
members are kept under
pressure to perform, and
also that they have the
necessary information,
skills, authority and
recognition/rewards to
enable them to perform at
the required standards.*

communication channels open so that they are aware of anything that is relevant to their work environment, and that you are kept informed of any issues they may be facing.

Skills

This is the training and development component. In our fast-changing world we all need to keep learning new ways of doing things. Steven Covey in his book *The Seven Habits of Highly Effective People* calls it “sharpening the saw”. We all need to constantly sharpen the saw, otherwise we will be left behind. Anyone who says that they don’t require any training or development in order to improve their performance will soon find themselves overtaken.

Authority

All your team members need to know what

is expected of them in terms of activities and results. This needs to be contracted with them on a regular basis through your performance analysis process. Try also to make sure that each person in the team knows the Key Result Areas of the other team members. You as the manager retain the responsibility for the performance of your team members but don’t ever accept second best from them. The minute you do, you lower the bar in terms of their perception of what is acceptable in terms of standards and results.

Rewards

This can be monetary as well as recognition. Your first priority is to ensure that your team members are being financially rewarded in line with the market place. Under pay them, and you will lose your good people; over pay them, and you will go bankrupt. Once you have got your pay structures in place, make sure that individuals get recognition for the contributions they are making. There are hundreds of ways of letting an individual know that their efforts are being noticed and appreciated. Don’t take outstanding performance for granted. As any farmer will tell you, the best bearing trees need nurturing, watering and the occasional pruning in order to remain high bearers. The same applies to staff.

Also deal with deadwood quickly and decisively. There is nothing more demotivating for high performers than to see slackers getting away with it.

The challenge therefore for managers is to ensure that they keep the pressure up on the team by giving them more and ever challenging jobs while at the same time ensuring that all members of the team feel that they are in control of their own work environments. There is no doubt that people work best under pressure. Yes, this can be stressful but if they have control over what they are facing they are likely to thrive on the stress rather than the opposite. Stress can have very negative consequences in quadrants 1, 2 and 3. So, as the manager, make sure you are managing your team in Quadrant 4.

*Andrew Wilson
Human Resource Strategist
Cell: 0825753861
E-mail: anorbury@iafrica.com*

Are you watering your greens to death?

Danny Maritz of Turftek identifies the dangers of over-watering your greens; a common problem in the summer months.

THIS IS PROBABLY one of the most common problems we have to deal with as greenkeepers. I think we all heard the story about the boy that taught his goldfish to live without water and then fell into a pond and drowned. This is a very relevant story.

Most of us with bent grass greens will probably be familiar with the issues of pitch marks, slow greens; thatch and poor drainage, black layer, fungal infections, wet greens surrounds and shallow roots.

All of the above are symptoms of poor watering practices and most of us will have some of the above on our greens, either self-inflicted or inherited.

Let's look at why this happens, assuming that most of us have greens built reasonably close to a U.S.G.A or California specs.

Pitch marks

When the greens are wet and soggy, pitch marks will be deep and dramatic because balls will rip into the greens and cause scars that take long to recover.

Slow greens

Wet greens create poor ball roll and therefore less true putting surfaces.

Thatch and poor drainage

By over watering, bent grass greens tend to thatch up quickly which creates poor water infiltration. Poor drainage will cause water puddling and poor playability. Thatchy greens will also show footprints and therefore bumpy surfaces.

Black layer

The main cause of black layer is thatch buildup with over watered conditions. The excess water causes anaerobic conditions in the organic layer and so the condition "black layer" is born. It affects water infiltration, root growth and airflow and can only be corrected mechanically.

Fungal infection

Water born fungal diseases require water to spread and grow. Some of our most destructive fungal diseases, like Pythium, are spread in this manner. Wet and soggy greens are perfect hosts for these diseases.

Wet green surrounds

I call it gumboot disease (when you have to wear gumboots to get to the green). This is mainly caused by a combination of poor

irrigation or drainage design, and over watering. These conditions are unsightly and often a sign of poor management. The damage is mostly done by mowers and carts moving through these areas.

Shallow roots

The success of bent grass greens largely depends on having a healthy root system, which will only develop if it has to fetch water deeper down. Roots will not develop if water is regularly available at shallow depths.

What to do?

Ensure that your staff are trained and educated about watering and know the difference between watering, syringe and cooling. Water more, less often. Invest in a good irrigation system if only for the greens. Check existing systems for wrongly selected nozzles and pressures. Probe regularly to check root formation, organic content and moisture levels; and never assume that you have everything under control!

Top Tip

Water more, less often.



HIV/AIDS – Don't kid yourself, the threat is real!

If your golf club employs a total staff of 30, the likelihood is that at least 3 will be HIV positive. HR consultant Andrew Wilson outlines a possible eight-pronged approach to tackling the problem. This is the first of a number of articles that will be appearing in Golf Club Management over the coming months. The next article will deal specifically with the legal implications of HIV/AIDS in the workplace.

I recently facilitated a two day strategy session for Fikelela, an Anglican charitable organisation in the Western Cape focusing their efforts on prevention and care for those infected and affected by the HIV/AIDS virus. One of the most horrific statistics that I learnt during the two days was that once every 16 seconds someone in South Africa is dying from the effects of the HIV/AIDS virus. Even worse is the fact that once every 16 seconds a further two people are being affected by the virus. Chilling statistics!

Government has been pitifully slow to react to the crisis but thankfully there are a number of agencies out there dedicated to assisting organisations in facing the challenge. One such organisation is Corporate Aids Prevention South Africa (CAPSA) who have an eight pronged approach:

These eight interventions cover all the areas outlined in the government's Code of Good Practice on Key Aspects of HIV/AIDS and Employment which can be downloaded off their website www.labour.gov.za

Lets look at each one in turn.

The development of an HIV/AIDS policy. There are a number of aspects to consider when drawing up a policy for your club. You need to ensure that your policy complies with the major laws governing employment namely, the Constitution, the Labour Relations Act, the Basic Conditions of Employment Act, and the Occupational Health and Safety Act. The key principles that you should cover in your policy should include non-discrimination, confidentiality, the creation of a supportive environment, the protection of human rights/dignity and the full participation of all stakeholders.

Testing for prevalence. Knowing the prevalence rate amongst your workforce can help you to assess the risk and plan appro-

priately for the future. The process has to be handled in a sensitive, unobtrusive and confidential way to ensure success, and therefore should be only handled by outside experts.

Knowledge, Attitude and Practice (KAP) Surveys. A KAP survey will help

Every 16 seconds someone in South Africa is dying from the effects of the HIV/AIDS virus and a further two people are being affected by the virus.

you to understand the current HIV/AIDS knowledge, attitudes and practices of your workforce. This in turn will enable you to target your training towards the real needs that exist.

HIV training for management. It is critical that your management are properly trained to handle the pressures and sensitivities caused by the prevalence of HIV/AIDS. They have to learn how to deal with both those infected and those affected. You are on a collision course with the CCMA if your management team are not aware of their legal responsibilities. It is not only a legal issue though. Managers also need to understand the costs involved and the human resource management implications of HIV/AIDS in their workplace.

HIV prevention training for employees. Prevention is better than cure, and regrettably in the case of HIV/AIDS there is no cure at this stage, only anti-retrovirals. Your KAP survey will help you identify the needs. Through awareness of the causes of

the virus you will hopefully enable people to change their lifestyles. Only through knowledge will this happen.

Voluntary HIV counselling and testing (VCT). This must be handled by outside competent and qualified specialists, and the key word here is confidentiality. Whether your team members who agree to the process test positive or negative, it will enable them to develop and plan a life style to remain healthy.

Peer education programmes. The most effective way to educate and train your workforce is to use those with the most influence amongst your team to train the others. This involves equipping your trainers with the necessary knowledge and skills to effectively train others which, in itself, is a huge motivational and developmental process.

Condom supply programmes. This speaks for itself. Ensure that the condoms are of the highest quality and choose a method of distribution that is appropriate for your environment.

The problem a lot of managers face, especially in small organisations like golf clubs, is where to start. Few of us are equipped with the necessary knowledge and skills to implement an effective programme. You will probably have access to appropriately skilled organisations in your area that specialise in assisting clubs like yours in the implementation of comprehensive HIV/AIDS programmes. If not, you can contact CAPSA who have offices in Johannesburg, Durban and Cape Town as well as mobile VCT units. Their contact details are 011 4845320 or e-mail Scott Billy on scott@sfh.co.za

Andrew Wilson

Human Resource Strategist

Cell: 0825753861

E-mail: anorbury@iafrica.com

LABOUR PAINS

Snippets of Labour law

How to claim UIF Maternity Benefits.

Workers on maternity leave must apply for benefits at their nearest labour centre in person or organise for someone to go in their place. They must take the necessary documents with them.

The documents required are:

- 13 digit bar-coded ID or Passport.
- Form UI 2.8 for banking details.
- Form UI 2.7
- Form UI 2.3 (application form)
- Medical certificate from a doctor or birth certificate of the baby.
- Form UI 4 (follow-up form)

The necessary forms are available at all local labour centres.

Pregnant workers must go to their nearest labour centre themselves and hand in the documents. If they are too ill, they can organise for someone else to go in their place, but must issue that person with a signed letter of authorisation. Labour Centre staff are trained to assist with all the processes and give the information that is required. It should be noted that labour centre staff may ask pregnant workers to go to the doctor again or to visit the labour centre at certain times. Workers should do what they ask, or they may not be able to claim. For more information visit the government website www.labour.gov.za

People of the move

Eugene Van Wyk from Operations Manager to General Manager at Country Club Johannesburg – Woodmead

Barbara Pestana from acting General Manager to General Manager – Royal Cape Golf Club

Colin Hahn (ex Glendower Golf Club) Golf Director at Country Club Johannesburg

Peter Miller (ex Golf Director Country Club Johannesburg) to General manager, Cotswold Downs

SAGDB directors

See lead article in this edition of GCM

Mr Johann Rupert – Honorary President
Chairman of Remgro/Venfin & Sunshine Tour

Mr Cheslyn Moster – Non-executive
Chairman and Director of Companies

Mr Selwyn Nathan – Non-executive
Deputy Chairman
Vice-chairman: Sunshine Tour

Ms Beryl Acres – Non-executive Director
General Manager: CMASA

Mr Dennis Bruyns – Non-executive
Director Director: PGA of SA

Mr Darryl Egdes – Non-executive
Director Director: Moregolf

Ms Vivian Horak – Non-executive
Director Secretary: WGSA

Mr Ian Leach – Non-executive Director
Golf Consultant

Mr Neale Kunhardt – Non-executive
Director President: SAGA

Dr Stephen Mncube – Non-executive
Director Chairman: eFreight

Ann Rycraft – Non-executive director
President: SAGF

Prof Loma Steynberg – Non-executive
Director Chairperson: WPGA of SA

Mr Ken Viljoen – Executive Director
Managing Executive & Company Secretary

Mr Martin Pinto – Executive Director
Director: Operations & External Relations

Mr Pieter vd Poel – Non-executive
alternate director Remgro

THE PRO SHOP

Most Pro Shops have a significant investment in stock. In order to maximise the potential of your stock two key principles should drive your merchandising policies.

1. Give the best positions and the most display area to your best and most profitable lines.
2. Ruthlessly reduce any lines that are not selling. You need to get them out of the system to generate capital and to create space for new and exciting merchandise.

5 HELPFUL MERCHANDISING HINTS

1. The entrance to your shop is your prime selling space. Make sure you have either your new or best selling merchandise displayed there.
2. Keep a constant check on your sales per linear meter. The more an item sells, the more linear display meterage it should be given.
3. Display your impulse-buy merchandise such as balls, gloves and tees around your till and promote them.
4. If an item or range is not selling reduce the display meterage, ticket the sale price clearly, and reduce the merchandise by at least 25%. A 10% reduction is not an incentive to buy.
5. Make sure you change your layout and displays on a regular basis.

Editorial Note:

Come on guys and gals, this is your magazine! The more you get involved with us the better the content will become. We need to hear from you.

- Let us know who is moving where and what new and exciting appointments you have made.
- Let us know what you think of our articles, and whether you agree or otherwise with their content.
- Let us know what you would like to be reading about in future editions.
- Let us know your own experiences of being involved in the golf club industry; both the birdies and the bogeys of life in the fast lane.

We really do want to hear from you, as you are our customers and therefore the most important people in our golfing and business lives. Get in touch with us so that we can keep in touch with you.

Contact details:

Andrew Wilson of Golf Club Management can be contacted on 0825753861 or 021 7979866 or anorbury@iafrica.com

Investing in Your Future

CMASA will be launching a Club Management Development Programme in June 2007. Beryl Acres, General Manager of the Club Management Association of South Africa tells us more about what is planned.

CLUB MANAGERS are part of a growing industry; they require an unusual combination of business & management skills plus large amounts of diplomacy. As in any profession, club managers must stay on top of their game to remain competent, to increase their knowledge base and to enhance their marketability in a competitive professional market. CMASA in conjunction with CMAA (Club Managers Association of America) will be offering a Lifetime Professional Development Program to help you thrive in this profession. The first course to be offered in June 2007 is *Club Management – The Leadership Edge*. Each year thereafter an additional course will be introduced.

As the CEO, general manager or member of the club staff, you must invest in your growth to achieve peak performance. The club management profession is challenging personally and professionally, and these educational programmes will help you achieve a rich and balanced future.

The Lifetime Professional Development Programme will prepare you to lead, succeed, innovate, stretch your boundaries, expand your expertise and create a thriving environment at your club.

Managers who participate in these programmes receive a host of benefits:

- Make contact with industry experts;
- Network with fellow managers who manage the most innovative and prestigious clubs across the country and around the world;
- Gain new ideas that can be implemented in their own clubs.

Each Club Management course is designed to focus on and integrate the skills and management areas that are vital to the success of well-rounded club managers. Topics included in the programme will cover:

I. Private Club Management

History and types of private clubs
Membership types
Bylaws

Policy formulation
Board/Committee relations
Chief Operating Officer concept

II. Food and Beverage Operations

Sanitation
Quality service
Menu development
Nutrition
Design and equipment
Pricing concepts
Food and beverage personnel and trends
Wine list development

III. Accounting and Financial Management

Accounting and finance principals
Financing capital projects
Audits
Financial analysis
Internal Revenue Service
Budgeting
Computers
Cash flow forecasting
Compensation and benefit administration
Long-range financial planning

IV. Human and Professional Resources

Employee relations
Time management
Management styles
Stress management
Organizational development
Labour issues
Club job descriptions
Leadership and management

V. Management

Communication skills
Professional image and dress
Effective negotiation
Member contact skills

VI. Marketing

Marketing through in-house publications
Working with the media
Marketing strategies

VII. Golf/Sports and Recreation Management

Golf operations management
Golf course management
Fitness center management

VIII. External and Governmental Influences

Legislative influences
Regulatory agencies
Club law
Economic theory
Liquor liability
Labour law
Internal Revenue Service

IX. Building and Facilities Management

Preventive maintenance
Housekeeping
Insurance and risk management
Security
Laundry
Contractors
Energy and water resource management

The first course offered by CMASA in 2007 – *Club Management—Leadership Edge* commences on Sunday 10th June 2007 and continues through to Friday 15th June at the School of Hospitality & Tourism, University of Johannesburg, Auckland Park. Mr. Joe Perdue, CCM, CHE, Associate Professor, University of Nevada and Dr. Ed Merritt, CHA, CCM, FMP, CHE, California State University will be joined by local specialists in delivering the week's lectures.

After completion of all five programmes, delegates will be able to write an examination based on the content of all five modules. Successful completion of the examination will afford the delegate the attainment of a CCM designation. This CCM designation is recognised globally by the club management profession.

Should you be interested in updating your skills, please call CMASA on (011) 482-7542 for more details.

Green Speed Management

Maintaining member happiness with green speeds, and at the same time, maintaining healthy turf grass can be a course superintendent's nightmare.

Darren Berry of Golf Data gives some advice.

GREEN SPEEDS can very easily develop into an extremely contentious issue among club members and staff. Too often turf grass health is sacrificed while superintendents strive for increased green speeds.

Superintendents and club members alike must always remember that the maintenance of healthy turf grass should remain the first priority at all times, thereby providing sustainable turf grass growth all year round.

The education of club members is vitally important to ensure that they understand the maintenance operation, and how certain inputs affect turf grass health and playability.

Consistency in green speeds is one of the most important factors to consider. There are few things that irritate club members more than regular variation in green speeds.

With this in mind, superintendents should monitor green speeds on a daily basis and make the necessary adjustments to their cultural inputs.

Matching the green speeds to specific conditions is also very important. There is no general rule which applies to all clubs. Green speeds are dependent on many factors, including green undulations or changes in elevations, weather, grass type, season and club member expectations.

There are a number of techniques that superintendents can employ to maintain acceptable green speeds without impacting negatively on the health of the turf grass.

Mowing heights are the most obvious and most frequently employed, but adjustments in mowing heights must be done with the utmost caution. Minor decreases in mowing heights can have a very severe impact on the health of the turf, while the equivalent increase in mowing height can provide for healthy turf grass growth year

Light weight rolling creates a sustainable situation whereby both green speeds and turf grass health are maintained.

round. An acceptable balance should be sought, but superintendents would be wise to err on the safe side when dealing with mowing height adjustment.

There are more sustainable approaches to green speed management than decreases in mowing height.

Double cutting on a regular basis will remove more clippings thereby decreasing friction on ball roll and increasing green speeds. Double cutting frequency should be monitored to prevent excessive wear.

Used in combination with double cutting,

rolling should form the basis of the green speed management program.

Light weight rolling is an extremely effective tool which allows superintendents to maintain acceptable green speeds without excessively reduced mowing heights. This creates a sustainable situation whereby both green speeds and turf grass health are maintained.

Rolling frequency should be three to four times weekly or every second day to avoid excessive wear.

There are also chemical treatments which can assist the superintendents' green speed management. Plant growth regulators such as Prima Maxx decrease or slow the turf leaf growth and encourage increased density. This combination naturally leads to an increase in green speeds and improved consistency.

Careful monitoring of green speeds is the key. Only employ the necessary cultural practices on an "as needed" basis. Turf grass growth will vary with the seasons, and changing weather conditions and cultural inputs should be adjusted accordingly.

Always remember that turf grass health and sustainability remain the number one priority. Without healthy turf grass it is almost impossible to produce an acceptable green playing surface, let alone one that has acceptable ball role and speed.

For more information contact Darren Berry on darren@gdmaint.co.za, 083 671 9399 or (044) 384 0680/3.



Daily stimp meter readings should enable superintendents to achieve consistency.

Future trends

Craig Ross, Chairman of the South African PGA and resident golf professional at Royal Cape, reports back on his recent trip to Murcia, Spain to attend the PGA of Great Britain and Europe Congress.

THE MAIN REASON why I attended the congress was to receive formal recognition for the levels we have achieved with regard to our education standards in this country. Our three year PGA diploma course has been officially recognised by the PGA of Great Britain and Europe. Simply put, our pros can now work in Britain and Europe without going through any further education. Golf is the only sport in South Africa to have a quality education standard also recognised by S.A.Q.A.

At a congress like this the biggest challenge you face is to avoid information overload. There were approximately 60 delegates representing 26 countries. Each country seemed to have their own priorities and challenges, but in spite of this three trends emerged.

1. The protection of the environment.
2. The regional promotion of golf tourism.
3. The need for an umbrella body to run all aspects of golf.

The protection of the environment.

Readers who have seen the Al Gore movie *An Inconvenient Truth* will relate to this. Water usage is becoming a world-wide concern. The focus is on the quality of water, the quantity used and to where it is drained. Added to this are new regulations that are being introduced to further test people's creativeness. The Danish government has recently banned the use of chemicals on their golf courses, which has necessitated golf clubs experimenting with grasses such as cynodon on the greens and using Mother Nature's remedies to combat disease and infestation. The golfing industry in general and golf clubs in particular will, in the near future, have to develop long-term strategies on environmentally sustainable water usage if they are to survive.

The regional promotion of golf tourism.

Murcia, which is a golf resort close to Alicante, is a real eye opener with regard to both the good and bad of golf course



Having the 3 year PGA programme recognised by S.A.Q.A as an NQF level 5 qualification is a first within South African Sport

development and promotion. There are golf courses in the area with up to 1600 apartments linked to the course. Imagine trying to get a tee-off time there. The average cost of a 130 square meter apartment with a fairway view is currently 800,000 euros. This gives you an idea of the amount of money that is attracted to the golf environment. The message here however is that in order to compete and be successful, golf clubs have to promote themselves on a regional basis. Tourists planning their holidays are looking for an all-inclusive experience. They want to easily be able to see how many and what type of golf courses are available to them in the region. They also want to have easy web access to accommodation, local shopping amenities, other tourist attractions and maps of the area, as well as likely costs so that they can plan their entire trip without having to do it piecemeal.

South Africa is in competition with the rest of the world when it comes to the pound and the dollar. Our clubs have to start working together with their neighbours to develop attractive packages for visiting golfers. For most people we are a long-haul destination which puts us at a disadvantage, so let's make sure that we make it as easy as possible for people to plan and organise their trips to our wonderful country.

The need for an umbrella body to run golf.

A lot of good work is being done by all segments of the golfing environment in South Africa. Dennis Bruyn's work on introducing Unit Standards and having the 3 year PGA programme recognised by S.A.Q.A as an NQF level 5 qualification is a first within South African Sport. As mentioned earlier, it has been so successful that it was confirmed at the congress that our graduates are now recognised in Europe and can ply their trade over there without further studies.

Both club and course management are successfully addressing the challenges that face their clubs at a local level. The problem is that there is no unified voice that speaks on behalf of the golfing industry. In Europe, golf is accepted as a sport/recreation that appeals to those with a reasonable level of disposable income. Here it runs the risk of being seen as an elitist sport for only the privileged few and overseas tourists. Europe has accepted that golf is a huge revenue earner and is vital to the growth of regions in which it is promoted as a tourist attraction.

For the golfing industry to grow and develop to its full potential in this country it needs to be led by an overall umbrella body that represents the interests of the whole industry; the management of the clubs, the course and environmental issues, the golf professionals and the hospitality side. At the moment these components at best work in parallel and at worst don't communicate with each other. This opens up the opportunity for detractors of golf to divide and rule. The rest of the world is looking to South Africa to act as the catalyst for introducing golf to the rest of Africa. This is a huge opportunity for us, but first we need to address the issues I have mentioned above. Only when we have got our house in order can we excel locally and spread an African golfing experience into the rest of Africa.

There is plenty of talk in the corridors on these issues; what we need to do is get them onto the main agenda.

For more information contact Craig Ross at Royal Cape on 021-761-6552.