

Evaluating My Evaluation Forms

By MIKE NELSON

Superintendent, Dacotah Ridge Golf Club

Sitting down at my computer this morning there is snow coming down, probably 6 inches overnight with a couple more expected today. It is the season for northern climate golf course managers to go through equipment with a fine tooth comb, strip and paint accessories, prune trees and work in the office.

Recently my time has been spent on reorganizing. My file cabinets needed attention and my file folders became much thinner after going on a throw away binge. I also needed to take a look at my employee evaluation system and make some adjustments.

Yearly performance reviews are important and organizations should be able to dedicate a meeting once a year to ensure the mutual needs of the employee and organization are being met. Performance reviews assure a clear understanding of what is expected of the employee and their personal strengths can be identified along with areas for development. Avoiding performance issues ultimately decreases morale, decreases credibility of management and wastes more of management's time to do what isn't being done properly.

Performance appraisals should be positive experiences but because there is preparation involved and no one likes to hear they are doing a less than perfect job, the performance review is often something that is not looked forward to by the Superintendent or the staff members. Try to avoid having the review be a time of discipline or admonishment that should be held at separately arranged meetings. And don't wait until a formal review to recognize excellent work or on the other end, recognize less than desirable performance. Make time for your staff.

Being a part of a hotel/ casino operation the evaluation forms that were given to me to were generic and restaurant specific. There were areas on the form that didn't apply to my department. Guest Relations, for example, is not a major job responsibility for someone who spends a couple hours walk mowing greens and then hangs on to a flymo the rest of the day. I discussed this with the Human Resources Department and was given the thumbs up to make revisions

The golf course maintenance operation at Dacotah Ridge Golf Club dictated that I create four separate forms. One for my Assistant, Technician, Mechanic and my seasonal Groundskeepers. I consulted the job descriptions for a starting point for each position and I came up with seven different, major job responsibilities for each. Some of the responsibilities are more general and are a part of all the appraisals, but all the forms have areas that are job specific. There are points assigned to all the major job responsibilities that are broken down to: marginal, needs some improvement, and fully satisfied. The total of the points determines the percentage of wage increase.

The forms that I put together are definitely a much better tool for evaluating my staff than what was in place before. I will continue to evaluate my evaluation forms and tweak if I see the need.

Golf Course Mechanic Major Job Responsibilities

Preventative Maintenance On Equipment

- A. Instructs/trains workers regarding preventative maintenance.
- B. Spot-checks equipment in the field.
- C. Keeps records on costs to repair.

- D. Maintains balanced inventory of parts and supplies.

Diagnose Mechanical Troubles And Carry Out Appropriate Maintenance Work

- A Working knowledge of internal combustion engines and their care.
- B Makes repairs in a timely manner.
- C.Keeps a balanced inventory of parts and supplies.
- D. Researches all purchases, makes cost effective decisions.

Safety Awareness

- A. Aware of possible hazards to self.
- B. Wears and encourages the use of appropriate safety equipment.
- C. Handles and stores hazardous products appropriately.
- D. Aware of compliance standards as it applies to the maintenance facility.
- E. Maintains up to date Material Safety Data Sheet File.

Attitude

- A. Communicates well with fellow employees.
- B. Willingness to work additional hours when needed.
- C. Follows and supports organization policies and procedures.
- D. Shows interest in professional development.

Quality of Work

- A. Monitors cutting quality on regular basis, makes adjustments when needed.
- B. Knowledge of the game of golf and how job performance affects the playing conditions of the golf course.
- C. Prepares equipment thoroughly during off-season.
- D. Maintains a clean and organized shop.

Performs Other Duties As Assigned

- A. Helps with routine maintenance on course when needed.
- B. Performs maintenance on buildings when needed.
- C. Assists in training of staff on equipment.
- D. Help with special projects on grounds when needed.

Attendance, Punctuality and Appearance

- A. Does not excessively call off work.
- B. Is Not Late.
- C. Appearance appropriate for Mechanic, wears uniform.
- D. Uses PTO appropriately, mainly away from golf season.
- E. Observes lunch and break times.

Assistant Superintendent Major Job Responsibilities

Job Knowledge

- A. Understands the characteristics and proper use of fertilizers and soil conditioners.
- B. Knows irrigation system and how to adjust and repair.
- C.Application of agronomic practices and how it affects turf.
- D. Familiarity of herbicides and pest control methods and materials.

Quality Of Work

- A.Uses resources wisely.
- B.Puts together clear and concise reports when needed.

(Continued on Page 12)

Evaluations—

(Continued from Page 9)

- C. Uses proper equipment for job performing.
- D. Able to see things from a golfers perspective.

Organization / Time Management

- A. Understands activities needed to accomplish a goal.
- B. Ability to schedule and supervise to achieve the most efficient utilization of workers and equipment.
- C. Modifies daily work schedule when needed.
- D. Consults tee sheet when scheduling work for staff.

Safety Awareness

- A. Mindful of potential hazards to self.
- B. Wears and enforces the wearing of safety equipment.
- C. Mindful of potential hazards to staff.
- D. Considerate toward wildlife and the environment.

Leadership / Supervisory Ability

- A. Ability to direct staff to accomplish a given task.
- B. Patient and thorough when training staff.
- C. Proper training of staff on use of equipment and tasks.
- D. Maintains effective employee and public relations.
- E. Is tactful when correcting staff.

Skills and Attributes

- A. Understands the game of golf.
- B. Considerate of golfers when working or scheduling.
- C. Finds work to be done, is self motivated.
- D. Projects a professional image at all times.

Attendance, Punctuality and Appearance

- A. On time when scheduled.
- B. Does not call off work unnecessarily.
- C. Observes lunch / break times.
- D. Wears appropriate attire.
- E. Uses PTO appropriately, mainly away from golf season.

Golf Course Technician Major Job Responsibilities

Applying Fertilizers and Chemicals

- A. Familiar with proper calibration techniques.
- B. Monitors weather and makes applications with discretion.
- C. Reads label(s) prior to handling pesticides and fertilizers.
- D. Fills out reports of pesticide usage promptly after application.

Irrigation System

- A. Identifies problems, makes repairs in a timely manner.
- B. Keeps alanced inventory of irrigation parts and supplies.
- C. Familiar with pump station and contents of pumphouse.
- D. Working knowledge of Network 8000 computer central and Site Pro software.

Safety Awareness

- A. Mindful of potential hazards to self.
- B. Enforces wearing of safety equipment.
- C. Performs safety inspections of spraying equipment.
- D. Understands and keeps current with Material Safety Data Sheets

Leadership / Supervisory Ability

- A. Tactfulness when correcting an employee.
- B. Patient and thorough when training staff.
- C. Ability to coordinate efforts of staff and scheduling.
- D. Is understanding of strengths and weaknesses of staff.

Skills and Attributes

- A. Understands the game of golf.

- B. Projects a professional image at all times.
- C. Communicates well with staff and management.
- D. Familiar with the application of agronomic practices and how it affects turf.

Quality of Work

- A. Uses resources wisely.
- B. Uses proper equipment for job performing.
- C. Quantity of work performed.
- D. Detail Oriented.

Attendance, Punctuality and Appearance

- A. Does not call off work excessively.
- B. Is on time.
- C. Observes lunch and break times.
- D. Uses PTO appropriately, mainly away from golf season.
- E. Wears appropriate attire.

Golf Course Groundskeeper Major Job Responsibilities

Safety Awareness

- A. Aware of possible hazards to self.
- B. Wears appropriate safety equipment.
- C. Aware of safety to others.
- D. Notifies management of unsafe conditions.

Operating Equipment

- A. Provides basic preventative maintenance on equipment as directed by the equipment manager.
- B. Operates in safe manner.
- C. Operates mowing equipment to be aesthetically pleasing (straight lines).
- D. Exhibits proper use and respect for equipment.

Attitude

- A. Responds to directions from supervisors and acts appropriately.
- B. Respects fellow staff members.
- C. Communicates well with others.
- D. Familiar with organization policies and follows them

Quality of Work

- A. Places quality ahead of quantity.
- B. Detail Oriented.
- C. Productivity in work performed.
- D. Uses proper equipment for job performing.

Knowledge and Attributes

- A. Understands the game of golf.
- B. Friendly and courteous to guests.
- C. Informs management of anything out of the ordinary on the golf course.
- D. Aware of golfers and takes steps as to not be disruptive.

Judgment / Common Sense

- A. Makes sound decisions.
- B. Ability to take correct, logical action.
- C. Efficient use of time.
- D. Efficient use of resources.

Attendance, Punctuality and Appearance

- A. Does not excessively call off work.
- B. Shows up at scheduled time.
- C. Wears uniform assigned and appearance is neat.
- D. Works additional hours as needed.
- E. Observes lunch and break times.