



# **Labor Management: Innovative Ideas to Accomplish More**

**San Diego Convention Center**

**Tuesday, February 9th**

**10:30AM - 12:00PM**

**Brought to you by the Top Agronomic Officers (TAO) Group**



N A T I O N A L   G O L F   C O U R S E   O W N E R S   A S S O C I A T I O N

# Labor Management: Innovative Ideas to Accomplish More

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## The Top Agronomic Officers (TAO) Group

The TAO Group comprises the top agronomic officers of the nation's largest multi-course golf companies with more than 800 golf courses. We are responsible for the conditioning of those facilities including maintenance, agronomics, economics and environmental stewardship. We strive to enhance the industry through active leadership promoting the art, science and business of sustainable golf course maintenance. We believe information is critical to the future health of the game and the industry. This is the first installment in a series of Best Management Practices.

# Labor Management: Innovative Ideas to Accomplish More

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## Golf Course Labor: Ten BMPs at a Glance

**Know your players, build your team:** Identify individual skills and strengths to create your most effective game plan. Encourage feedback and consider incentives for suggestions that improve the operation. Offer pizza or cookouts after-hours now and then to promote bonding. Praise publicly, discipline discretely.

**Recruit from within:** When you promote existing staff you know what you're getting and you give other staff incentive to do well to get ahead. Look laterally too. Candidates from other departments at the facility come with references from supervisors you can trust. You can also offer trial periods to test the fit, without obligation on either party.

**Increase the strength of your bench:** Cross-train your personnel in essential tasks. Variety keeps the job interesting for them and provides you greater flexibility when scheduling. Employees with a broader skill-set often assume broader responsibility and address issues without waiting for direction.

**Communicate the game plan:** Set realistic goals and objectives and make it clear to your employees how those tasks serve the facility's overall game plan. Trust then verify so staff understand they are accountable. Avoid micro-management but be prepared to inspect now and then to ensure expectations are being met.

**Stress safe:** Properly train employees on equipment and what to do in the event of an accident. Use experienced staff to oversee and advise newcomers. Review safety procedures regularly, constantly emphasizing the importance of a safe workplace. Accidents can have a negative impact on health, morale and productivity.

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## Golf Course Labor: Ten BMPs at a Glance

**Schedule for efficiency:** Just as you schedule more labor when there is more work to be done, schedule more labor when you can get the *most* work done. Identify windows of opportunity to maximize productivity with minimum interference to golfers. Split shifts to lighten staffing levels during periods of heavy play. Start your equipment technician earlier so equipment can be staged for immediate roll out when operators arrive.

**Minimize mobile downtime:** Every golf course maintenance facility is a long way from some parts of the course. Avoid the amount of time personnel spend traveling to and from between tasks. Schedule multiple tasks at remote points so return trips coincide with lunch breaks or finish times. A dozen staff members making one unnecessary round trip of 20 minutes a day costs you four hours.

**Weigh full-time versus part-time:** Consider job sharing or multiple part-timers to replace more expensive full-time positions. This can increase your scheduling options, keep employees fresh and open the door for personnel with specialty expertise you might not otherwise need in a full-time capacity.

**Maintain your flexibility:** Athletes stretch to avoid injury. You should be flexible too, adjusting your game plan according to shifts in weather, staff absences, canceled events and the inevitable surprises. Be prepared to adjust priorities when circumstances change and communicate the new goals clearly when you do.

**Monitor the money:** Stay in touch with superintendents at comparable facilities to ensure the compensation you offer makes you competitive in the labor market. Make sure your job descriptions deliver the outcome you need for the money you spend. Keep a close and constant watch on payroll and build any buffer you can sending staff home when inclement weather allows.

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## Facilitator

Walt Osborne, National Account Manager - Golf; Syngenta Professional Products

## Panel Members & Topics for discussion

### **Billy Casper Golf: Employee Engagement**

Mike Stevens, Regional Director of Agronomy - Southeast Region; Billy Casper Golf  
Pat Franklin, Director of Agronomy; The Meadows

### **ClubCorp: The Business of Labor Management**

Doug Miller, VP of Golf Course Management; ClubCorp USA Inc  
Shane Roth, Superintendent; Coto de Caza

### **OB Sports: Efficiency Modeling**

Luke Beardmore, Vice President of Agronomy and Landscape; OB Sports  
Jeremy Adkins, Superintendent; Angel Park Golf Club

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## Billy Casper Golf: Employee Engagement

Mike Stevens, Regional Director of Agronomy - Southeast Region; Billy Casper Golf  
Pat Franklin, Director of Agronomy; The Meadows



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## Billy Casper Golf: Employee Engagement

**Mike Stevens, Southeast Regional Director of Agronomy ; Billy Casper Golf**

Mr. Stevens supports BCG's Southeast agronomic programs, overseeing golf course maintenance in Florida, Georgia, Alabama, Tennessee, Louisiana, and Texas. He began with BCG in 2007 as a Superintendent before being promoted to Regional Director of Agronomy in 2010. Mr. Stevens is a Class A Member of the Golf Course Superintendents Association of America and Current Board Member of both, The Florida Golf Course Superintendents Associate and North Florida Golf Course Superintendents Association.

**Pat Franklin, Director of Agronomy; The Meadows**

Pat Franklin, CGCS, earned a B.S. in business management and administration from Indiana University and a winter school for turf managers certificate from the University of Massachusetts- Amherst. He is a 30-year GCSAA member, earning his CGCS in 1998, and he is a member of FGCSA. His career has stretched throughout the Midwest to the mid-Atlantic to now in Florida. In his free time, he enjoys officiating high school basketball games.



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## Encouraging Engaged Employees



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## The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q<sup>12</sup> – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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## Setting Expectation



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## 10 Simple Things



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## **BCG Formula for Success**

- |  |                                       |
|--|---------------------------------------|
| <b>1. Course Conditions &amp; Presentation</b> | <b>6. Leadership &amp; Management</b> |
| <b>2. Business Awareness</b>                   | <b>7. Administrative</b>              |
| <b>3. Environmental</b>                        | <b>8. Safety</b>                      |
| <b>4. Culture Initiatives</b>                  | <b>9. Self-Improvement</b>            |
| <b>5. Relationships &amp; Communication</b>    | <b>10. Work / Life Balance</b>        |



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**At work I have the opportunity to do what I do best every day.**



- **Matching strengths to jobs by matching each persons skills, talent and knowledge to suit the teams' needs.**
- **Developing the innate talent into strengths and applying these strengths to the work at hand results in greater engagement and higher productivity.**

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**The mission or purpose of my company makes me feel  
like my job is important**

*To treat each employee, guest, and client to a fun and enjoyable golf experience.*  
**BCG Mission Statement**

**“ A good team is a lot like a great  
jazz band in which each player  
listens to the other instruments as  
he plays his own. ”**



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## Real world impacts...



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## ClubCorp: The Business of Labor Management

Doug Miller, VP of Golf Course Management; ClubCorp USA Inc  
Shane Roth, Superintendent; Coto de Caza

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THE WORLD LEADER IN PRIVATE CLUBS®

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## ClubCorp: The Business of Labor Management

### **Doug Miller, VP of Golf Course Management; ClubCorp USA Inc**

Doug is responsible for all aspects of golf course management for “The World Leader in Private Clubs.” Prior to joining ClubCorp, Doug was Director of Agronomy at Doral Resort and Spa in Miami, Florida and Director of Agronomy for the combined La Quinta Resort and Club and PGA West in La Quinta, California. Doug is a Certified Golf Course Superintendent with over 40 years in the golf course industry. Doug holds a degree in Parks and Grounds Operations Management from William Rainey Harper College.

### **Shane Roth, Superintendent; Coto de Caza**

Shane Roth has worked for ClubCorp for the past eight years. He began his tenure with ClubCorp as Superintendent at Aliso Viejo Country Club and is currently the Director of Golf Course Operations at Coto de Caza Golf & Racquet Club in Coto de Caza, California. Both properties are located in South Orange County, California.

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## Pre-employment Screening

- E-Verify
- Electronic I-9's
- Paper I-9's
- Background Check
- Drug Test

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## Affordable Care Act

- Also known as Obama Care
- Employer Shared Responsibility
- Pay or Play Penalty

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## ACA / Employer Shared Responsibility

- Employer with less than 50 FTE employees is exempt
- Large employer over 50 FTE employees must provide health care coverage or pay penalty
- In 2016, employer must offer coverage to at least 95% of its FTE's
- A employee is considered a FTE (Full Time Employee) if they are expected to work 30 hours per week or more
- Variable Hour Employee, all other categories (PT, seasonal, etc.) hours fluctuate above or below 30 hours but average less than 30 hours/week
- Measurement to determine hours worked is done using look back and stability period

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## ACA / Penalties

### First Penalty

- Does not offer coverage or does not offer coverage to 95% of its FTE's
- At least 1 employee receives a premium tax credit on health coverage they purchased. Penalty is \$2,000 per FTE (minus 30) employed in a year

### Second Penalty

- Employer offers health care coverage to 95%, yet coverage is:
  - Unaffordable, costing more than 9.66% of gross income
  - Not meeting Minimum Value, (10 essential benefits emergency care, prescription drugs, hospitalization, lab services etc)
- Penalty is \$3,000 FTE that got cost assistance from marketplace

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## Labor Planning

- Scheduling
- Daily Line Up/Morning Meeting
- Task Management
- Project Scheduling
- Payroll Management
- Follow Up with Staffing



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## Labor Tools



Club: **0**

Date: February 8, 2016 - February 14, 2016

Enter Daily Events Here-->									
	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Total	FTE
Daily Hours Scheduled --->	24	48	44	4	31	24	12	187	4.675
Task									
Change cups/move tee markers/trash	2	2	2	2	2	2	2	14	0.4
Fill water coolers		2		2		2	2	8	0.2
Mow greens/rake bunkers	4	4	4	4	4	4	4	28	0.7
Mow tees			4		4			8	0.2
Mow fairways		4		4		4	4	16	0.4
Mow roughs	6		6	6				18	0.5
Mow approaches/collars		3			3			6	0.2
Rake bunkers								0	0.0
Step Cut								0	0.0
Roll greens	2				2			4	0.1
Verticut/Topdress greens				5				5	0.1
Irrigation maintenance		6	3					9	0.2
Spot watering						4		4	0.1
Fairway divots						10		10	0.3
Paint hazards/GUR								0	0.0
21"/bunker trimming				6				6	0.2
Edge curbs		3		3	3			9	0.2
Edge paths								0	0.0
Blow paths								0	0.0
Detail ballwashers				2				2	0.1
Oil wood/clean signs								0	0.0
Weedeater		10						10	0.3
Spray turfines								0	0.0
Tree trimming			6	3	6			15	0.4
Edge bunkers								0	0.0
Edge sprinklers,valves,drains								0	0.0
Administration & Supervision	4	4	4	4	4			20	0.5
Blow parking lot						2		2	0.1
Check clubhouse for trash					5			5	0.1
Clubhouse landscape		6						6	0.2
Mow clubhouse lawns								0	0.0
Equipment maintenance			6					6	0.2
Short game maintenance			2					2	0.1

# Labor Tools



## Thursday

February 9, 2016

Hours available  
48

Events today: No events

**Click Here To  
Clear  
Schedule**

Hours scheduled  
50

**OVER SCHEDULED CREW**

Chem/ Fert/ Other

[illegible]

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## OB Sports: Efficiency Modeling

Luke Beardmore, Vice President of Agronomy and Landscape; OB Sports  
Jeremy Adkins, Superintendent; Angel Park Golf Club



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## OB Sports: Efficiency Modeling

**Luke Beardmore, Vice President of Agronomy and Landscape; OB Sports**

Luke oversees all of the maintenance, renovation work, and construction projects for OB Sports Golf Management which currently has about 60 properties in 18 states.

**Jeremy Adkins, Superintendent; Angel Park Golf Club**

Jeremy oversees all maintenance operations at Angel Park, a 54 hole facility in Las Vegas. Jeremy is also the Regional Superintendent for OB Sports in the Las Vegas market.

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**Labor is typically the single largest line item in a maintenance budget... Pay attention!!!**

- **Always treat your maintenance department (including labor) as a business.**
- **Need to complete labor schedules weekly, and compare them to your proposed budget.**
- **Provide your superintendent with frequent updates on how the facility is doing overall (MTD, YTD, etc.) Engage them in the overall facility performance...**

**Labor is typically the single largest line item in a maintenance budget... Pay attention!!!**

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## Ways to optimize efficiency:

- Find your “Pace Car”. Every maintenance team has an operator that seems to be able to do all tasks better/faster than everyone else. Identify this person, and make them the standard for each task.
- Labor budgets should be built using a “man-hour work study”, or “time per task” analysis. (this is also a very useful tool when adjustments need to be made to the overall crew)
- Always build your labor budget based on hours needed... NOT people available.
- Teach your maintenance team how to play golf!! (employee events, free teaching, etc. to ensure that they understand the game, and more importantly... what the golfers wish to see.)

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## Ways to optimize efficiency:

									
OB Sports - Time per task worksheet									
ENTER GOLF COURSE NAME HERE									
TASK	# of employees	Employee classification	Total # of hours required / employee / task	Total Hrs	Total # of times / year the task will be completed	Interval or Frequency	Total # of hours required / year	Total # of staff members required / year	% of total hours
<b>Greens</b>									
Walk Mow	3	Laborers	4.0	12	365	Daily	4,380.0	2.1	
Triplex	2	Equip. Operator	3.0	6	180	Daily	1,080.0	0.5	
Mow Collars	1	Equip. Operator	4.0	4	150	3 x per week	600.0		
Roll	1	Equip. Operator	5.0	5	100	2 x per week	500.0	0.2	
Spray Fertilizer	1	Asst superintendent	3.0	3	50	about 1 a week	150.0	0.1	
Spray Fung./Insecticide	1	Asst superintendent	3.0	3	26	2 x per month	78.0	0.0	
Topdress	1	Equip. Operator	4.0	4	12	1 x per month (growing season)	48.0	0.0	
Verti-Cut	2	Laborers	4.0	8	3	as needed	24.0	0.0	
Dew Whip	1	Equip. Operator	4.0	4	150	3 x per week	600.0	0.3	
Aerification	2	Laborers	10.0	20	2	twice a year	40.0	0.0	
Clean-Up Cores	3	Laborers	10.0	30	2	twice a year	60.0	0.0	
Drag Sand	1	Laborers	4.0	4	12	twice a year	48.0	0.0	
Hand Water Greens	1	Irrigator	3.5	4	100	2 x per week	350.0	0.2	
Repair Ball Marks	1	Laborers	0.5	0.5	180	once a year	90.0	0.0	
Other				-			-	-	
<b>Total:</b>							<b>8,048.0</b>	<b>3.9</b>	<b>26.3%</b>
<b>Tees</b>									
Walkmow	-	Laborers	-	-	-		-	-	
Triplex	2	Equip. Operator	3.0	6	150	3 x per week	900.0	0.4	
Fertilize/Pesticide	1	Asst superintendent	3.0	3	24	2 x per month	72.0	0.0	
Topdress	1	Equip. Operator	3.0	3	4	Once a quarter	12.0	0.0	
Divot	1	Laborers	3.0	3	104	2 x per week	312.0	0.2	
Over seed	6	Laborers	16.0	96	1	once a year	96.0	0.0	
Edge				-			-	-	
Aerification	2	Laborers	8.0	16	2	2 x per year	32.0	0.0	
Driving Range Tee Mow	1	Equip. Operator	3.0	3	52	1 x per week	156.0	0.1	
Driving range Divots	3	Laborers	3.0	9	150	3 x per week	1,350.0	0.6	
Mow tee surrounds	1	Equip. Operator	5.0	5	104	2 x per week	520.0	0.3	
<b>Total:</b>							<b>3,450.0</b>	<b>1.7</b>	<b>11.3%</b>



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## **Constant auditing is required!**

- **Be sure to share any/all golfer feedback with your superintendent. This can be a powerful tool to change behaviors and patterns on the golf course.**
- **Frequent employee reviews are essential to give employees feedback and coaching on how to perform better and become better/more efficient employees. (recommend 2-3 times per year)**

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## **Time invested in planning can save \$\$ in execution**

- **Encourage your superintendent and GM/Director of Golf to meet at a set time every week. Review the golf course and the plan for the upcoming week. Always ensure that the maintenance department is aware of ALL events on the property as early as possible.**
- **Encourage your superintendent and assistant superintendent/foreman to set aside time each week to meet for a planning session. 30-60 minutes each week can often save a considerable amount of time overall.**

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**Thank you!**

