

Recruiting and Retaining Your Employees



Golf Course Maintenance Crew and Gardners: Front row L to R. Jose Gonzalez-1968, Oscar Mapula-1988, Miguel Galvan-Bravo-1982, Jose A. DelCastillo-1984, Tony Gonzalez-1981, Alphonso Trujillo-1988, Daniel Navarro-1973. Standing L to R. Enrique Guerra-1963, Idle Salquero-1984, Ramon Orosco-1988, Porfirio Yanaz-1973, Jesus Sanchez-1980, Martin Cueva-1984, Jose A. Navarro-1973, Efron Cueva-1988, Cesar Castillo-1986, Adalberto Sanchez-1988, Anastacio Del Castillo-1986, Enrique Flores-1982. Not pictured, James Gorton-1988.

Brian Sullivan, CGCS, MG

Monday February 8, 2016

San Diego, CA







2013 Crew

Former Interns

Former Interns/ Asst.

- Michael Brown
- John Nachriener
- Michael Bergelen
- Rod Tocco, PhD
- Michael Lowe, DDS
- Nate Radwick
- Custer Carlund
- Pat Truchan
- Juan Maldonado
- Brian Daum
- Brian West
- Blake Meentemeyer
- David Ahlstrand
- Matt Kozlowski
- Neal Joyner
- Dagoberto Alvarez
- Ryan Ochs
- Bryce Hagen
- Wes Foster
- Gary Tubesing
- Steve Bernhard
- Bud McDonald
- Brian Kinnare
- Nicholas Hoisington
- Jose Vivo
- Francisco Brambila Jr.
- Brian Smith
- Mike Mumper
- Lane Stave
- Curtis James
- Mike Shaw
- Joel Brinkman
- JP Brinkman
- Justin Carroll
- Conor Healy
- Alberto Sanchez
- Michael Goslin
- Eric Fisher
- Joe Wahler
- Ryan Murn
- Todd Andreasen
- Ryan Mumper
- Michael Donovan
- Ryan Williams
- Jack Brock
- Robert Chesney
- Josh Fox
- Corey Underhill
- Thomas Jacobs
- Tyler Harvey
- Corey Billings
- Ryan Yonce

International

- Maria Legaz Martinez
- Javier Ramos
- Rafael Gonzalez Carrascosa
- David Hoey
- Steve James
- Jose Martin Quiros
- Eiji Itsutani
- Eloy Gonzalez
- Alfonzo Moran
- Fernando Exposito
- Andres Gonzalez
- Carlota Sanchez
- Joseph Thullier
- David Hoey

Mechanics

- Oscar Gonzalez (Hillcrest)
- Vicente Sandoval (Shady Canyon)
- Omar Rua (Riviera)



Best Methods to Attract Talent

- Compensation
- Benefits
- Advancement
- Training and Development
- Reputation
 - Superintendent
 - Asst. Superintendents
 - Facility



Hermilo Ontiveros – 30 year association

Recruiting

- Staff Recommendations
- Former Interns, Assistants, Superintendents/ Networking
- GCSAA, BIGGA, Spanish Federation
- University Professors

Michigan State University
U of Illinois
Cal Poly
U. C. Riverside

Penn State University
Ohio State University
Clemson University
U. Mass

Decreased enrollment in turf university programs due to several factors:

- Economy
- Golf Industry
- Industry wages/salaries compared to loan amounts
- E-Verify

Other Means of Recruitment

- Local Superintendent Association
Website & Newsletters
- Advertising
- Newspaper
- Online classified ads
- \$500 Referral Fee
- YouTube (Chicago Supt.)

Retaining Employees

- Compensation / Benefits
- Advancement
- Pathway in Industry
- Training and Development



Respect

- Uniforms
- Clean Quarters & Facilities
- Staff Functions
 - Christmas
 - Taco Man
 - Coyote Open
 - Golf Elsewhere





Employee Facilities



Human Element



Taco Man at Christmas



The Coyote Open

Monarch Beach Golf Links - Dan Miller and Salvador Vega



Christmas Party

Share Credit

Golf Course Update

Brian Sullivan, Golf Course Superintendent

Well #4

Up and running. The well water at #4 is very corrosive to the pump and motor components. This summer the pump prematurely failed and was replaced. This Spring new valves, controls and safety switches will be added to increase well water harvesting thereby decreasing domestic water purchase.

Well #15 and Water Storage Tanks

By Christmas the new pump and motor will be placed into the well shaft at #15. The tanks are being installed and plumbed. A control system is to be installed in early January so we can begin harvesting the well water at #15 for golf holes #11-16.

The tanks behind the fairway bunker on #15 will store 66,000 gallons of water which is approximately half the irrigation water necessary in the hotter summer months and almost all the water necessary during late Fall through early Spring. Once the well is up and running all tanks and control panels will be screened with landscaping.

Creeks and Ponds

All creeks, ponds and their pumps and motors will be cleaned, rebuilt or serviced this winter. In addition all creeks

will be drained, cleaned and gunite cracks repaired in order to arrest any leakage. Some creeks will be down for several days while the second nine creek will take several weeks.



Top: Water storage tanks next to #15 fairway.

Bottom: Joel Marquez of the Greens Department thoroughly cleaning the creek on hole #14.

Neighbors

Good fences make good neighbors. There remains areas of the property without perimeter fencing. This, in turn, exacerbates trespassing issues. The fencing between the golf course and neighbors at #9, 16, and 18 are unattractive and in a state of disrepair. We wish to open a dialogue with each neighbor to replace the fences with a black cyclone fence. While the Green Committee supports these fencing suggestions, we will attempt to negotiate our neighbors' contributions.



#18 neighbor; Fallen tree at #9 right, along fence.



Respectfully submitted for the Green Committee,

Brian Sullivan
Golf Course & Grounds Superintendent

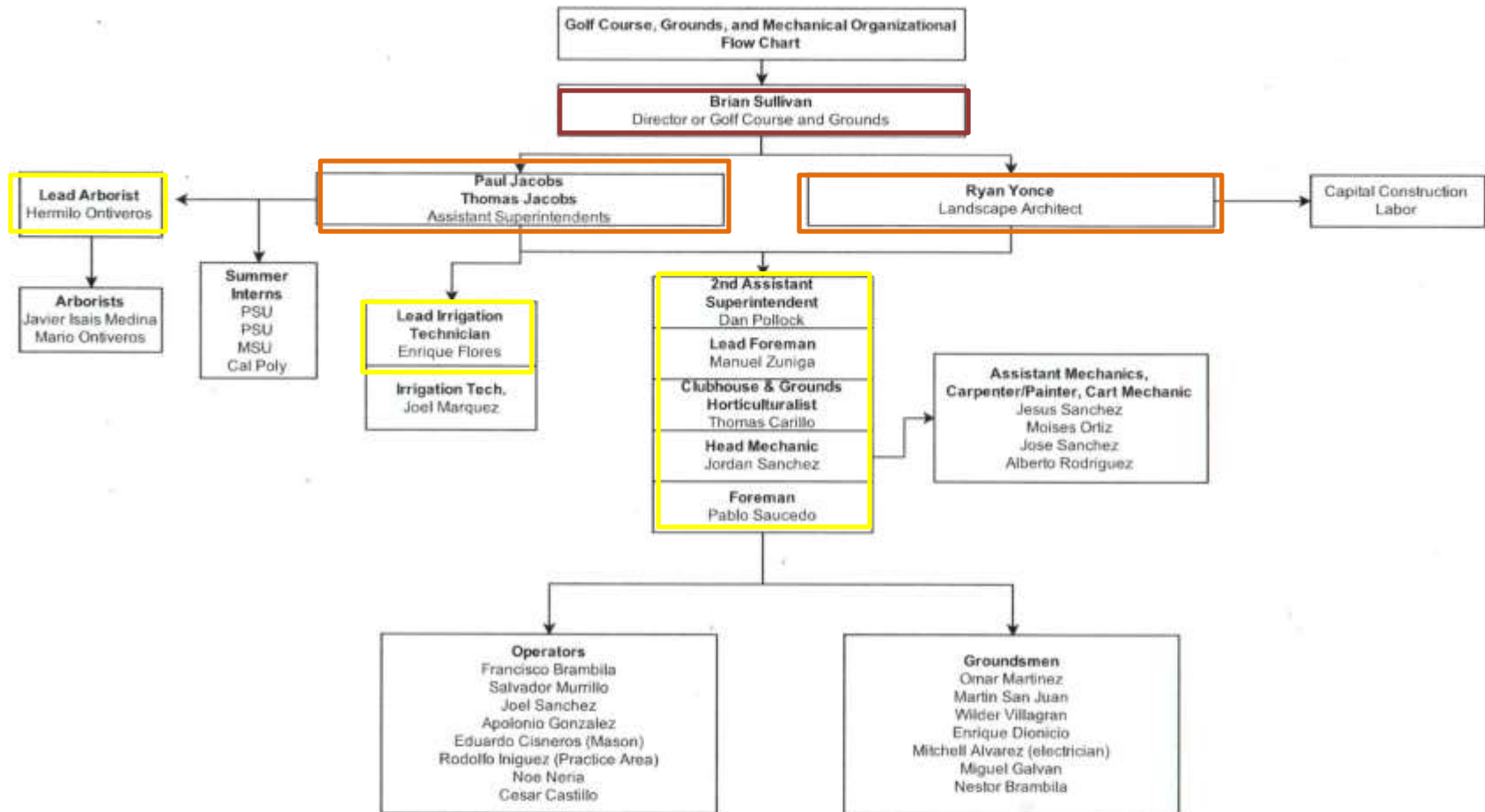
Ryan Yonce
Landscape Architect

Paul Jacobs
Asst. Superintendent

Thomas Jacobs
Asst. Superintendent

Communication With Crew

- Management Training
- Accountability
- Upward Mobility
- Preparation for next step



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Play It Smart With Staff Discussions

- Publicity-perception is reality
- Caddies as Independent Contractors



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