



Labor Wages Climbing

The New York Times recently advised that a shortage of young workers, caused by two decades of lower birth rates and a booming service economy, has pushed wages well above the Federal minimum at shops, restaurants and small businesses throughout the New York Metropolitan area.

"The minimum wage has become a thing of the past," say business managers today. "We are all vying for the same kids and young adults. You have to pay to compete."

Andy Sussman, a 17-year old high school senior who earns \$4.55 an hour as a stock boy at the A & P in Armonk, said he could easily find other jobs. "You can work any where you want. Everybody's anxious for help. There are signs everywhere."

Since 1980, the population in the 16-25 age bracket has fallen by 2 million, a decline that will continue into the 1990's states the Federal Bureau of Labor Statistics. "The younger people just aren't there and when you can't get people, you raise wages," said FBLS Regional Commissioner Samuel Ehrenhalt.

The present unemployment rate for the Greater New York area hovers between 3.5 and 4 percent.

Placing help-wanted ads does not help either according to area managers, who say they now get less than four responses to an ad when they used to average over eighty.

The worker shortage is especially severe in affluent areas, where young people generally have less need to work and can rely on allowances.

Employers are looking at two approaches to finding workers: one they are turning to

(continued on page 7)

Initial Moss Study Results Available

Dr. Norman Hummel
Cornell University

This study was formally initiated in early September, 1985 with the signing of a memorandum of understanding by both Cornell University and the Metropolitan Golf Association. However, a verbal commitment had been made by the MGA to fund the project earlier in the year, so the project actually began in early summer. A letter was sent to all MGA member golf course superintendents in May soliciting cooperators for the project. Of the 225 letters sent, 58 were returned with an interest in participating in the project. Of the 58 returned, 13 indicated that they had a moss problem. In July, I made a trip to visit 7 golf courses on Long Island, 5 with moss, two without. Samples were taken from at least two greens on each course to characterize the soil profiles within the greens, including both physical and chemical properties. Tissue samples were taken from most of the greens to determine nutrient availability. A visual site analysis was made for each green and included an estimation of the floral composition of each green. The superintendent was asked detailed questions about his present and past management practices. Moss samples from all affected golf courses were taken back to Ithaca for species identification.

A similar trip was made in late August to Connecticut and Westchester County where 6 golf courses were visited, 4 with moss, 2 without. While in the Rochester area I stopped at Oak Hill Country Club and collected the same data that was collected in the downstate visits.

Additional funding for this project was obtained from Turf Specialists Inc. and the SISIS Equipment company to visit the Sports Turf Research Institute in England where they have performed considerable research on moss control in turf. Several golf courses in northern England were also visited.

Results

The moss species present on all the affected greens was identified as Silvery Thread Moss (*Bryum argenteum*). I was certain that there was more than one species involved in this because of the different appearance the moss took. However, silvery thread moss will take on a silvery appearance when dry, and a lime green or similar shade when soil conditions are moist. This moss species is classified by taxonomists as a cosmopolitan species, that is, it is well adapted to a wide range of environmental conditions. It is ubiquitous in that it can be found virtually any place on this earth. Taxonomists also classify it as a nitrogenous moss species, meaning that it is favored by "enhanced soil conditions," including the application of nitrogen fertilizers or high organic matter content. While silvery thread moss will survive dry conditions, it is greatly favored by moisture. It is interesting to note that when this moss first colonizes an exposed area, it produces a black slimy mat across the area before the green vegetative structures are formed.

(continued on page 4)



P.O. BOX 196
Thornwood, NY 10594

BOARD OF DIRECTORS

President

Peter R. Rappoccio
Silver Spring CC

Vice-President

Patrick A. Lucas, Jr.
Innis Arden GC

Secretary

Scott E. Niven
Stanwich C

Treasurer

Lawrence J. Pakkala
Woodway CC

Past President

Charles A. Martineau
Whippoorwill C

John D. Carlone

Middle Bay CC

Edward C. Horton

Westchester CC

Richard C. Marcks

Fairview CC

Richard A. McGuinness

Woodmere C

Robert C. Mullane

Alpine Tree Care, Inc.

John J. O'Keefe

Westchester Hills GC

Timothy T. O'Neill

CC of Darien

Edward W. Walsh

Ridgewood CC

Executive Director

James E. McLoughlin
914/769-5295

TEE TO GREEN STAFF

Chairman:

Patrick A. Lucas, Jr. (203-359-0133)

Co-Chairman:

John J. O'Keefe (914-948-5023)

David M. Dwinell

Mary Luciuk

Dennis M. Flynn

Michael A. Maffei

Edward C. Horton

Allan Tretera

Paul M. Veshi

Executive Director's Report

Communications Are The Key To Job Security

Over 20 golf course superintendents positions opened and were filled through this past Fall and Winter within the Greater New York Metropolitan area. About a third of these moves were precipitated by employing clubs; the balance represent the "domino affect" as superintendents replaced each other from job to job.

A careful examination of the situations where a superintendent's employment has been terminated by a club (not only this year, but for recent years as well) presents a relatively consistent pattern, an insight and the opportunity for a valuable lesson to be learned. Virtually, in every case the primary factor why the job was lost was due to a breakdown in communications and not because the superintendent was not capable of executing on the job.

Clubs and their Green Committees do not expect perfection from a golf course superintendent. They readily accept the variables of nature and the margin for human error. When faced with problems that will always arise from time to time, however, both the club and golf course superintendent fail to communicate adequately, or frequently enough about situations at hand. As a result, misunderstandings build on one another, educational opportunities are not taken advantage of and pressure situations do not get diffused – with the overall result that the golf course superintendent becomes vulnerable when he need not be.

Clearly, a different scenario can be orchestrated and should be, with every golf course superintendent taking the initiative at his own club to do so – regardless of his level of performance. The fundamental concept here is twofold: (1) an accurate job description should be written for the position of golf course superintendent that would be reviewed periodically; and (2) the club Green Committee and the golf course superintendent should meet annually, presumably in the Fall of the year, for a balanced review of performance based on the stated job description. Positives would be recognized and acknowledged; questions stated and addressed; and problems identified for immediate attention and review the following year. Meeting results should become part of the permanent club record, with a written copy of the "minutes" of such meetings being given to the golf course superintendent – for his file and review with trusted counselors.

An interesting variation on the above would be for both the club and the golf course superintendent to evaluate management performance on the golf course simultaneously via two identical check lists – then compare results. A meaningful exchange will always evolve from this approach.

It might take some courage to seek out annual meetings of this kind, but the results will justify the effort every time. By inviting a constructive annual evaluation and balanced exchange – the golf course superintendent creates educational opportunities that will abound, presents himself as a secure manager and identifies problems that can only become dangerous when left unattended. (JMcL.) ■

"As I grow older, I pay less attention to what men say. I just watch what they do."

– A. Carnegie

Right to reprint must
be requested of the Editor.

Favorable Embark Results Reported

Paul Veshi
TTG Committee

The Program of *Embark* Plant Growth Regulator (PGR) for the suppression of *Poa Annua* seedheads on fairways has been a topic generating much interest for the past few years – especially last year when some 15 area golf course superintendents used it for the first time. *Tee to Green* spoke to a number of superintendents and found that although individual modifications are needed to insure complete success, the program is a helpful tool in managing *Poa Annua*.

Although weaknesses of *Poa Annua* as a permanent grass exist year-round, the *Embark* Program has been designed essentially for Spring time use. The disadvantages of *Poa Annua* and its extensive springtime seedhead production are: a whitish or pale yellow coloring of the fairways causing an unsightly playing surface; mowing difficulties; unfavorable lies; and the aggravation of allergies and sinus conditions. Most importantly, excessive amounts of energy are expended in the production of seeds which depletes both photosynthate and carbohydrate reserves from the vegetative portion of the *Poa* plant. When used properly, *Embark* PGR will negate the above and turn stated liabilities into assets.

The Golf Course Superintendents interviewed generally agreed that the factors requiring attention that will help to ensure success of the program are TIMING, CALIBRATION, & COMMUNICATIONS.

Timing

It is recommended that application be made before seedhead emergence, because *Embark* will not control any seedheads once they emerge. Also *Embark* should be applied after Spring greenup because the PGR does have an initial yellowing effect for up to two weeks on grass. These combination of factors allows only a short span of time to make the application when conditions are right.

Every golf course's microclimate will vary. Careful examination will indicate how well developed the seedhead has

become. Ideally, you will want to make the application when the seedhead is still in the boot. Pat Lucas of Innis Arden applied *Embark* on April 8th with "excellent results." John O'Keefe of Westchester Hills made his application on May 7th. Although seedheads had appeared, John obtained good control from that point on. John noted, "lowering the height of cut eliminated the remaining seedstalks." Other Superintendent's applications fell between these dates, but some felt they could have sprayed two to three days earlier to keep all the seedheads down.

Calibration

The success of this program depends greatly on the proper preparation of *Embark* for the application to the fairways. Particular emphasis must be paid to the rates of application, the reliability of the equipment used and the experience of crew working the project.

The application rates used ranged from 8 oz./A by Dave Heroian at Rockland to 4 oz./A by Dennis Flynn at Brae Burn – both with good results. "Where I overlapped really set back the grass," Dave noted with plans to use a 6 oz./A rate this year. Scott Niven of Stanwich advises: "The lower rate will be more forgiving. Use the lowest rate possible that will give expected results."

Earl Millett of Fenway recommends that spray equipment be calibrated as many times as is necessary to provide the needed reliability. Mark Millett of Old Oaks advises using only new nozzles. Mark found streaks of seedheads across his fairways, which he attributes to poor spray patterns caused by worn nozzles.

The use of spray pattern markings is strongly encouraged to insure accurate application. "Spray on a dewy morning dragging chains off the boom, or use a second person with spray paint to indicate where the last pass finished" – suggests

(continued on page 4)

Coming Events

April

22	HV GCSA Meeting (6 PM – All Welcome)	Orange Cty. GC
23	Met GCSA Golf / Meeting	Nassau CC

May

12	CAGCS Monthly Meeting	CC Farmington
13	Met GCSA Golf / Meeting	Apawamis C
15	GCSA–NJ Monthly Meeting	Oak Hill GC
13-18	LPGA Classic	Fairmont CC

Management Insight

There are managers who make great contributions provided they are specialists. Then there are those who perform best when given ever broader responsibilities. An organization needs both. You have to select the right horse for the right course and train each horse for its own race.

A. Pearce

Initial Moss Study Results Available (continued from page 1)

This may explain why it has been reported that "algae" was a precursor to moss on some golf course greens.

Mosses are a reflection of the surface conditions in a colonized area. On most golf course greens, the bentgrass or *Poa annua* also survives primarily from the nutrients and moisture in the top inch of soil. Moss infestations ranged from 90% to 2% on the affected greens. All golf courses visited maintained their greens at a height of $\frac{5}{32}$ inches down to $\frac{1}{8}$ inches. At mowing heights within this range, there was no effect of mowing height on the percentage of moss infestation. A much wider range of mowing heights would be necessary to make any valid statistical conclusions from this data, however. The average yearly nitrogen fertilizer rate was 2.3 pounds of nitrogen per 1000 square feet. Again, a wider range of fertility levels and mowing heights would be necessary to infer what effects these two factors have on the grasses ability to compete with moss. Potassium, phosphorus, or the application of other fertilizers did not appear to have an effect on moss populations. ■

Favorable Embark Results Reported (cont'd from pg. 3)

Dennis Flynn. Spray pattern indicators can also be helpful. "Overlapping will really affect the grass and missed areas will stick out like a sore thumb," advises Scott Niven. Everyone agrees that mistakes can greatly diminish the beneficial impact of *Embark* use.

Further observations on *Embark* by those who used it last year: expect an initial yellowing of grass for 10-14 days – followed thereafter with a darkening of the grass; avoid spraying *Embark* in the roughs as it serves as a food source for helminthosporium leaf spot. Dennis Flynn found that spraying for leaf spot before and after *Embark* application was effective.

Ken Flisek used *Embark* at 4.5 oz./A on his greens at Apawamis and got good control, but with some yellowing. Everyone agreed that some attractive by-products of *Embark* use are the savings in labor, equipment use/repair and fuels costs – *Embark* slows the growth rate of grass.

Communications

An *Embark* suppression program should not be initiated without notifying a club's membership fully about the application schedule, visual effects, benefits and inherent risks. Publicizing the program throughout the club will prove to be a feather in the superintendent's cap, because *Embark* produces immediately visible and overall favorable results. Earl Millett advises that his Green Committee Chairman was so impressed with *Embark* that he wants applications made annually at Ridgeway.

Whether it is called "Poa Annuu" or annual bluegrass or, jokingly, "Westchester Bent" – everyone is very much aware of the frailties of this difficult to manage turfgrass. Every golf course superintendent has developed his own management program for Poa. Some treat it as a weed that must be eradicated; some as an undependable grass that must be tolerated; others accept it as a permanent turfgrass that requires excessive attention to insure success. Regardless of which philosophy is adopted, the *Embark* Poa seedhead suppression program can benefit every golf course.

Tee To Green would like to thank all the superintendents who worked with me on this article. Each is willing to answer any questions you might have when considering an *Embark* program. ■

An Interview Question You Might Anticipate Someday!

Question: "Tell me about the people you have hired. How long do they stay with you. How do they work out?"

This is an excellent question to ask someone applying for a managerial position. The answers will indicate the candidate's ability to assemble – and hold on to – a staff. The answers could also pinpoint a personality problem. Beware, for instance, of the candidate who has had difficulty keeping subordinates in a certain slot.

LESCO . . . for all your turfgrass needs.

As a major manufacturer, formulator and distributor for the green industry, LESCO sells a complete line of fertilizers, control products, grass seed, equipment, replacement parts and a wide assortment of tee markers, flags, sandtrap rakes and other golf course accessories.

Whatever you need for turf maintenance, call LESCO first — toll free.

**(800) 321-5325
NATIONWIDE**

**(800) 362-7413
IN OHIO**



LESCO, Inc., 20005 Lake Road,
Rocky River, Ohio 44116 (216) 333-9250

CECIO BROS., INC.

General Excavating Contractors

Excavating, Drainage,
Paving, Sewers,
Equipment Rental,
Sea Wall Construction
Rock Excavation
Road Construction

Licensed Demolition Contractor

OVER 50 YEARS OF SERVICE

P.O. Box 4100
500 Old Post Road #3
Greenwich, CT 06830
(203) 869-2340

HIGHLAND GOLF INC.

Irrigation Work

Root Pruning, Wire Installed,
Pipe Pulled Up to 2",
Equipment Rental, Trenching

Contact William Gaydosh

Work: 201-666-1204

Home: 914-735-1312

A Tree Grows at Winged Foot

Robert U. Alonzi
Winged Foot GC

During hurricane Gloria last October, we lost a number of very large trees – one of which had a significant impact on the playability of the par 5, 16th hole, West. The tree lost was a very large sugar maple which was not in the best of health, but had been nursed along for some years. It guarded the right side of the green – creating a tight alley shot on the way in. Without this tree, a good golfer could draw the ball right-to-left – making the hole easier by a shot. In view of this, the Club decided to replace the tree with one that would come into play immediately.

We researched the possibility of buying a tree off site and having it transported and planted. However, by coincidence, we found two trees on Club property that qualified and were well out of play. We selected a beautiful 35-foot sugar maple from this pair and contracted two nurseries and asked each to submit a bid to move the tree. Peterson Landscaping was the nursery selected for the job.

In preparation, we mulched the area around the tree as well as at the intended location and then waited for the ground to freeze so that the move could be made with minimal damage to the surrounding areas. Shortly after Christmas, the Peterson Company decided that the ground was firm enough for his crew to start the digging and balling of the selected tree. This process, incidentally, was fascinating to watch: the way three men used winches and cables to tie up branches, dig a 10-foot ball, burlap it, lift to a flatbed trailer, move to the new location, reverse the process and plant the tree – all within three to four days.

It should be pointed out that although we used the same variety of tree for replacement, it was necessary that the drainage in the target area be improved in order to give the tree a better chance of surviving at its new site. This was done by digging the hole much deeper than necessary, by putting in a layer of ¾" gravel (covered with hay to prevent contamination) and then installing a slit gravel drain from the tree outward.

Once the tree was placed into the ground and the branches were released – it virtually

(continued on page 7)

Successful Management Traits

Successful managers possess common characteristics say authors D.K. Clifford and R.E. Cavanagh in their recent book, "The Winning Performance." These traits include:

- An extraordinary commitment to business; they average 64-hour work-weeks.
- An excitement about details; they find all aspects of operations fascinating – sales, scheduling, finance, client relations, communications, computers, etc.
- The ability to formulate philosophy and policy; they outline the rights and responsibilities of employees and define what value can be delivered to clients, customers and employers.
- A commitment to front-line involvement. They believe that spending time "in the trenches" is the most effective way to monitor key functions, rather than relying on reports or written memos.
- The capacity to be effective delegators. Effective managers leave a good portion of supervising and decision making to trusted and proven subordinates. ■

USGA Settles Suit

The United States Golf Association has reached an out of court settlement of an anti-trust suit originally filed by Polara Enterprises, Inc. in 1978. The settlement amount is \$1,375,000.

The suit involved a golf ball developed by Polara claiming aerodynamic characteristics that caused the ball to self correct in flight so as to limit hooking and slicing. Accordingly, the USGA refused to approve the ball for use in USGA competitions and established a new standard to deal with this aerodynamic problem. Since this standard has been established, 25 brands of balls have been removed from the list of approved balls.

Reasons for USGA's settling were basically twofold: first – the judgment will permit the USGA to continue to make and revise specifications for equipment within the Rules of Golf; and second – USGA's total legal costs to date within the suit had risen to \$1.7 million.

This case and settlement leaves some doubt regarding USGA's future ability to preserve the best interests and true spirit of the game of golf – as well as the integrity of the game's many golf courses. ■



WHITE MARSH, MD.

301-335-3700

EGYPT FARMS EXCLUSIVE! All top dressing ingredients are thoroughly mixed and sterilized by indirect heat in our special process. The sand particles are actually coated with a mixture of top soil and peat humus for a completely homogenous mixture that will not separate during handling and spreading.

Egypt Farms top dressing is formulated especially for your area to specifications recommended by the United States Golf Association, Texas A&M, Penn State, North Carolina State, and the University of Maryland.

Many years of research and testing by these leading universities have produced a soil mixture for superior growth; to maintain the best balance of percolation; to resist compaction; for good aeration; and for the retention of usable water and nutrients in the growing medium.

Green and tee construction materials & mixes conforming to U.S.G.A. specs are also available.

Distributed by: Metro-Milorganite, Inc.
(914) 769-7600

The Terre Co. Wagner Seed Co., Inc.
(201) 473-3393 (516) 293-6312

Sterilized Top Dressing

TORO



GREENSMaster 70⁺ PROFFESIONAL
PARKMASTER
GROUNDMASTER 72
SAND PRO
WORKMASTER

IRRIGATION

SPRINKLERS
PVC PLASTIC PIPE
PIPE FITTINGS
AUTOMATIC CONTROLLERS



ROGER MORHARDT
JIM BURNS
(203) 748-4446

MARK LOPER
DICK YOUNG
(203) 528-9508



**turf products
corporation**

Westchester Ford Tractor, Inc.

Meadow Street
Golden's Bridge, New York 10526

Sales

Service



Office
914-232-7746



Parts 914 - 232-5573

SPoon FEED YOUR

FAIRWAYS

AS YOU SPRAY

Use **SUPERGREEN 50 PLUS**
SOLUBLE FERTILIZER
Contains **N-P-K** Plus
8 TRACE ELEMENTS

**WESTCHESTER
TURF SUPPLY, INC.**

Bob Lippman

(914) 248-5790 (Home)

(914) 937-6523 (Business)



**Glenmore
Landscape
Service**

Irrigation Installers

RR #3 - Box 199, Hackgreen Rd.
Pound Ridge, NY 10576

(914) 764-4348

**For
Turf Products
deal with
Number 1**



INSECTICIDES
EQUIPMENT
HERBICIDES
FUNGICIDES

CALL
RICK
ALLEN

**YORK
chemical co., inc.**

118 Fulton Ave., Garden City Park, NY

(516) 741-4301 (212) 895-3198
Outside N.Y. State 800-645-8007

grass roots

turf products, inc.

*You can't grow
GRASS without ROOTS*

BERT JONES
(201) 686-8709

KEN KUBIK
(201) 361-5943

PERENNIAL RYEGRASS

repell

STOPS

**INSECT
ATTACK**

Repell (GT-II) was developed to provide improved resistance to the following turfgrass insect pests:

- Cutworms
- Sod Webworms
- Armyworms
- Billbug Larvae
- Argentine Stem Weevil Larvae
- Chinch Bugs

Repell is a leafy, turf-type perennial ryegrass capable of producing a persistent, dense, attractive, low-growing turf of a bright, dark green color.

Repell will provide excellent turf performance in both full sun and moderate shade on golf courses, lawns, parks, school grounds and sports fields in areas where turf-type ryegrasses are well adapted.

Repell was developed and released by Lofts Inc. using germplasm obtained from the New Jersey Agricultural Experiment Station.

HOW DOES REPELL RESIST INSECT ATTACK?

The seed contains an endophytic fungus.

An endophyte is a fungus that lives within a plant, but is not necessarily parasitic on another plant. The presence of an endophytic fungus produces no known adverse effects to the host plant but provides many advantages which enhance turf grass performance.

Upon seed germination the endophyte grows into the seedling and continues to live in the tissues of the mature grass plant.

In nature endophyte infected plants survive insect attacks.

Resistance has been found with insects which typically feed on the lower stem and crown of plants as these areas normally have the highest concentration of endophytes.

Plants containing endophytes may show improved disease resistance, drought tolerance, persistence and seedling vigor.

Certified seed of Repell Perennial Ryegrass is produced to insure that over 80% of seed will contain viable endophyte at the date of testing.

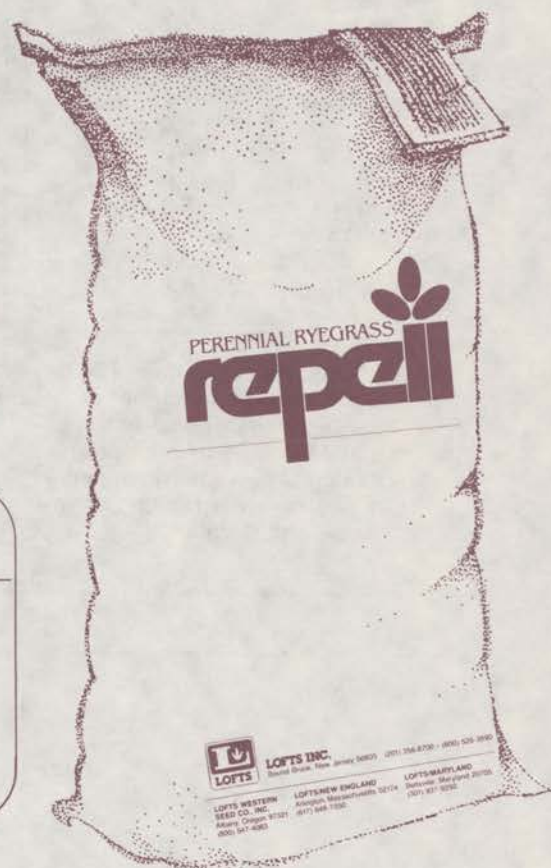
Endophyte viability can be lost by normal seed storage practices within two years. (Use only freshly harvested seed for insect resistant turf).

ENDOPHYTE LEVELS IN SELECTED SEED LOTS OF SOME COMMERCIALY AVAILABLE RYEGRASS VARIETIES:

Very High	High	Moderately High	Moderate	Low
Repell Pennant*	Prelude	Palmer	Gator	
Regal*	Cowboy	Derby	Manhattan	
	All*Star	Dasher	Elka	
	Premier	Pennfine	Citation	
		Delray	Ranger	
		Linn	Omega	
			Diplomat	
			Yorktown II	
			BT-1	

*Some lots of seed may contain lower levels of viable endophyte due to storage of breeder, foundation, or certified seed.

Seed of Repell perennial ryegrass is specially tagged to ensure the presence of the endophyte. Cold storage (40°F) will prolong endophyte viability. To insure a high viable endophyte level, seed should be used within nine months of the test date.



U.S. Patent No. 558,338 Pending. Repell Perennial Ryegrass—A plant variety having endophytic-fungus enhanced performance.

MEAN QUALITY RATINGS OF
COMMERCIALY AVAILABLE
RYEGRASS CULTIVARS IN
THE NATIONAL PERENNIAL
RYEGRASS TEST AT
BELTSVILLE, MARYLAND.¹

1983 DATA

QUALITY RATING 1-9; 9 = BEST.

Name Yearly Mean,
April-November.

Repell (GT-II)	7.1
Blazer	7.0
Fiesta	6.9
Palmer	6.9
Regal	6.9
BT-1	6.8
Gator	6.8
Ranger	6.8
Elka	6.5
Premier	6.5
Pennant	6.4
Prelude	6.4
Delray	6.3
Derby	6.3
Omega II	6.3
Omega	6.3
Pennfine	6.3
Yorktown II	6.3
Dasher	6.2
Diplomat	6.2
Cowboy (2EE)	6.2
Manhattan II	6.1
Birdie	6.0
Citation	6.0
Birdie II (2ED)	6.0
Acclaim	5.9
Manhattan	5.9
Barry	5.8
Linn	4.0

¹Plots were seeded at the rate of 5 lb. per 1000 sq. ft. in September of 1982. Maintenance consists of mowing at 1½ inches with clippings not removed, 3 lb. of nitrogen per 1000 sq. ft. per year, irrigation only to prevent dormancy.



PERFORMANCE OF COMMERCIALY AVAILABLE
PERENNIAL RYEGRASS CULTIVARS IN TURF TRIALS
SEEDED SEPTEMBER 1982 AT NORTH BRUNSWICK, NEW JERSEY.

Cultivar	Turf Quality* 9 = Best 1983 Average	Brown Blight 9 = Least Disease December 1982	Fusarium Patch # Patches March 1983	Brown Patch 9 = Least Disease July 1983
Prelude	8.0	8.3	0.0	8.2
Palmer	7.8	7.5	1.0	7.2
Premier	7.7	7.0	1.0	7.9
Repell (GT-II)	7.6	6.7	4.0	6.9
BT-1	7.6	7.3	0.3	6.9
Manhattan II	7.2	7.8	8.0	6.9
Gator	7.2	7.8	3.3	5.9
All*Star	7.0	7.7	5.3	7.0
Pennant	6.9	5.7	2.0	7.3
Ranger	6.8	6.7	17.0	7.6
Blazer	6.7	7.3	3.0	6.0
Regal	6.7	7.3	0.3	6.5
Birdie II	6.6	8.0	1.0	6.5
Cowboy	6.5	7.3	2.7	6.6
Derby	6.5	7.3	5.0	6.3
Yorktown II	6.3	7.8	1.3	6.2
Acclaim	6.3	4.3	15.3	6.0
Fiesta	6.3	5.8	5.0	6.0
Dasher	6.2	6.0	4.7	6.0
Citation	5.9	2.2	5.7	6.2
Diplomat	5.8	7.3	0.7	5.6
Barry	5.7	6.7	10.0	4.2
Ovation	5.7	3.8	16.7	5.4
Omega	5.7	7.2	2.3	5.5
Pennfine	5.7	2.5	15.3	6.6
Birdie	5.3	4.8	4.7	5.6
Manhattan	5.0	6.3	4.3	4.0
Delray	4.9	1.8	11.7	5.1
Elka	4.5	6.2	15.7	3.8
Hunter	4.0	4.3	4.0	3.4
Game	2.1	3.5	11.3	2.4
Linn	1.3	3.5	9.3	1.4

*Turf Quality is the average of ratings made from March through December.

DISTRIBUTED BY:



LOFTS INC.

Bound Brook, New Jersey 08805 (201) 356-8700 • (800) 526-3890

**LOFTS WESTERN
SEED CO., INC.**
Albany, Oregon 97321
(800) 547-4063

LOFTS/NEW ENGLAND
Arlington, Massachusetts 02174
(617) 648-7550

LOFTS/MARYLAND
Beltsville, Maryland 20705
(301) 937-9292

Lifetime Employment

Can companies in the United States successfully adopt a Japanese-style employment concept? If one recognizes that lifetime employment is not *lifelong* employment, the answer is yes.

A noteworthy distinction between lifetime employment in Japan and in the United States is the underlying rationale for its existence. In Japan, organizational policies and philosophies are tailored to promote corporate loyalty. Japanese managers boast that job security is a top level priority.

In contrast, U.S. companies do not offer "lifetime" employment, rather these programs evolve from concerns of influential groups, union pressures and specific economic conditions.

For lifetime employment to succeed here, American firms must adopt the unique bonding system that exists between Japanese workers and management. In addition, long-term goals must be stressed over short-term objectives. The greatest potential obstacle to lifetime employment in this country, however, is America's volatile economic climate. Historically, layoffs are the first moves companies make during economic showdowns.

Organizations wishing to adopt a lifetime employment philosophy should become familiar with the following Japanese experiences:

- Promotions will be slower for employees.
- Employers must encourage more job diversity so that employees do not become bored with their present jobs as they wait to be promoted.
- Training should be seen as an investment in human capital.
- Management must closely scrutinize prospective applicants and carefully examine lifetime employment candidates.
- Salaries must equal market rates, or the employee must believe the lifetime employment commitment is sufficiently valuable to offset any salary discrepancy.
- All personnel must recognize that a company's long-term financial health dictates job security.

From a Golf Course Superintendent's point of view, often he is looking for "lifetime" or extended employment – while his club is not making a similar planning commitment, or doing the things that make continued employment more tolerable and

If You Are Shy

Few people are strangers to shyness. Some of the country's most successful executives can recount more than a few shy moments. Dynamic Lee Iacocca admits in his book that he had been an "introverted shrinking violet."

If you are shy: (1) *Know yourself* – find ways to revitalize yourself after draining periods; energy is a friend. (2) *Find new ways to socialize* – try being a host, if being a guest is difficult. (3) *Stick to your style* – don't flee from a scene because it is traditionally social; compensate for a bashful nature with new approaches, but always be yourself. (4) *Specialize* – don't tackle too many things at once; it is easier to be conversant on a few topics than to spread yourself too thin. (5) *Seek a leadership role elsewhere* – look for the opportunity to display leadership ability in other "safe" environments. (6) *Practice makes perfect* – do not look for miracles; shy types can't get by without diligent research and practice.

Practice increases the ease with which you perform, while shying away only reinforces anxiety. (WS) ■

Labor Wages Climbing (cont'd from pg. 1)

the handicapped for help with good results and virtual guaranteed attendance; and two – they are dropping work standards to attract formerly marginal workers. Everyone agrees that these are good times for disabled workers. ■

Winged Foot Tree (cont'd from pg. 5)

had the same impact on the hole as its successor.

Obviously, the tree lacks maturity. However, with proper care we feel it too will become a pivotal factor that adds to the character and difficulty of this well known hole. The total cost of transplanting this tree was just under \$5,000. Slides are available upon request. ■

attractive. Clearly, the unique Japanese bonding system is missing and with it – job security as well. Clubs should not be criticized. Rather, more definitive career counseling programs are needed at the superintendent's end and clubs should be encouraged to look more closely at longer range planning programs. ■

I & E SUPPLY, Inc.

66 Erna Ave - Box 9
Milford CT 06460
(203) 878-0658

Buckner® Irrigation
Systems and
Supplies

Pumping Systems

Irrigation Accessories

Sales & Service



Division of
J & B TRUCKING
7 Cottage Street
Port Chester, N.Y. 10573

- TRAP SAND
- PARTAC TOPDRESSING
- SCREENED TOP SOIL
- SCREENED CLAY
FOR TENNIS COURTS
& BASEBALL DIAMONDS
- SAND FOR BUILDING
& CONSTRUCTION
- TRAP ROCK
- GRAVEL

(914) 937-5479

(914) 937-2136

Patrons of Tee to Green

Patrons listed on this page are supporting our Association. You are encouraged to support them.

**Denotes Met GCSA member*

Alpine Tree Care, Inc.*

Main office: White Plains 914-948-0101
Branch offices: Chappaqua 914-238-4400
Darien 203-655-8008
Professional Tree Care & Consulting

Aquatrols Corporation of America

Andy Moore
1432 Union Avenue
Pennsauken, NJ 08110
800-257-7797/in NJ 609/665-1130

James Carriere & Sons, Inc.*

Bill Carriere
7 Cottage Street
Port Chester, NY 10573
914-937-2136 or 914-937-5479

Cecio Bros., Inc.

General Excavating Contractor
P.O. Box 4100 500 Old Post Road #3
Greenwich, CT 06830
203-869-2340

Egypt Farms, Inc.

Golf Green Topdressing
John Strickland
White Marsh, MD 21162
301-335-3700

Elanco Products Co.

Bob Scott
560 Ashwood Road
Springfield, NJ 07081
201-376-7290

Emerald Isle, Ltd.

Bob Middleton
2153 Newport Road
Ann Arbor, MI 48103
313-662-2727

Glenmore Landscape Service*

Glenn S. Moore
RR3 Box 199 Hackgreen Rd.
Pound Ridge, NY 10576
914-764-4348

Grass Roots Turf Products, Inc.*

P.O. Box 336, Mt. Freedom, NJ 07970
Ken Kubik 201-361-5943
Bert Jones 201-686-8709
Turfgrass Supplies

Hawthorne Brothers Tree Service, Inc.*

5 Center Street
Bedford Hills, NY 10507
914-666-7035 and 203-531-1831
Professional Tree Care and Transplanting

I & E Supply, Inc.*

Steve Smith
66 Erna Avenue, Milford, CT 06460
Buckner Irrigation Systems
203-878-0658

Irrigation Systems Inc.

P.O. Box 66, Windsor, CT
203-727-9227
Installation, Service & Winterization
For Golf Course Irrigation Systems

James W. Taylor Tree Surgery, Inc.

TREE TRANSPLANTING
240-B Plains Road
Walden, NY 12586
914-561-3490 - Vickie Poltrack

LESCO, Inc.*

20005 Lake Road, Rocky River, OH 44116
800-321-5325 NATIONWIDE
Serving the Met GCSA
With Our "Store-On-Wheels"

Loft's, Inc.

John Morrissey
Box 146
Bound Brook, NJ 08805
201-356-8700

The Magovern Company*

Joseph Schnieder
P.O. Box 270
Stamford, CT 06907
1-800-243-9094

Metro Milorganite, Inc.*

John G. Wistrand & Anthony L. Grasso
P.O. Box 267
Hawthorne, NY 10532
914-347-4222

MONTCO/SURF-SIDE/ZAP!

Surfactants - Defoamers
Box 404, Ambler, PA 19002
Robert Oechsle
Bus: 215-836-4992/Home: 215-628-3144

O. M. Scott & Sons*

Al Arison
226 Barry Scott Drive
Fairfield, CT 06430
203-336-9890

Partac Golf Course Topdressing

Kelsey Park
Great Meadows, NJ 07838
James Carriere & Sons/J. & B. Trucking
914-937-2136/Bill & Joe Carriere

Pro-Lawn Products, Inc.*

Stephen M. Kotowicz
30 Nashville Road
Bethel, CT 06801
203-792-3032

The Reichert Company*

Automotive Lubricant Distributor
P.O. Box 273
Riverside, CT 06878
203-637-2958

Rhône-Poulenc Inc.

Samuel L. Horst
RD2 Box 294
Stockton, NY 08559
201-996-4306

Stephen Kay, Golf Course Architect*

P.O. Box 81, Purchase, NY 10577
914-963-9555
Long Range Planning, Remodeling, &
New Design

Steven Willand

Bill Rapp
321 Fairfield Road
Fairfield, NJ 07006
201-227-5656

Terre Company*

Byron Johnson, Jr.
206 Delawanna Avenue
Clifton, NJ 07014
201-473-3393

Turf Products Corporation*

Al Tretara - Joe Kennedy
1496 John Fitch Boulevard
South Windsor, CT 06074
203-528-9508

Westchester Ford Tractor*

Goldens Bridge, NY 10526
914-232-7746
John Apple
Hubert Greene & Jeff Underhill

Westchester Turf Supply, Inc.*

P.O. Box 198, Lincolnale, NY 10540
Serving the Fine Turf Profession
Bob Lippman
Bus: 914-277-3755/Home: 914-248-5790

York Chemical Co., Inc.

Rick Allen
11 Jackson Avenue, Bayville, NY 11709
516-741-4301
Toll Free: 800-645-6007/800-248-4959