



Turf Management: Measures of Success 草坪管理：成功的指標

講師

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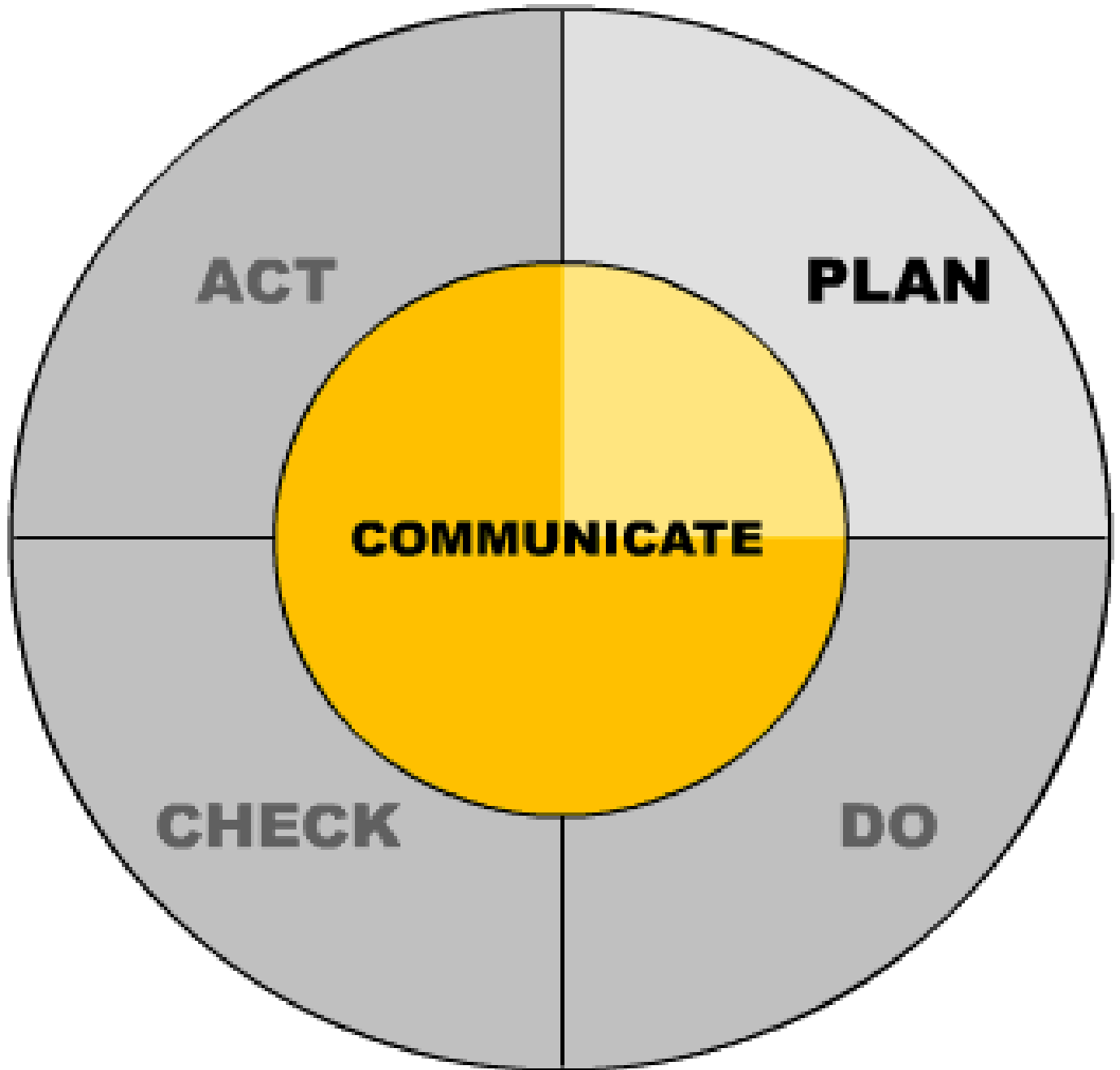
World

CLASS

- **better educated.**
- **employee hiring.**
- **employee training.**
- **understand \$.**
- **Scheduling work**
- **labor sources**

- **standards.**
- **communication.**
- **safety.**
- **operations management.**
- **equipment management.**
- **environmental.**





1. What results do we want?

2. How will we get it done?

4. Change the things not leading to success

3. When will we know what success is





Role Of Superintendent

- Manage the assets of the club
 - Property
 - Equipment
 - People
 - Intangible Assets
- Report clearly the issue at the club
 - Requires knowledge
 - What is poor
 - What is good
 - Improve poor
 - Maintain good
 - Set a plan

**DO SOMETHING
POSITIVE**

業務作業程序

Business Processes

- 業務計劃 Planning
- 機器與設備 Machinery
- GEM – 高爾夫環保管理
 - 土壤 Soils
 - 水源 Water
 - 人員 People
- IPM – 整合式蟲害管理
- 球場外觀 Presentation



土壤

Soils





“ . . . we can save 700 lira on soil tests ”



球場外觀 Presentation



Standards

Mowing Frequency

green speed

F, T, G

Raking Frequency

Soil Quality

Turf Health

Budget Control

Staff skills

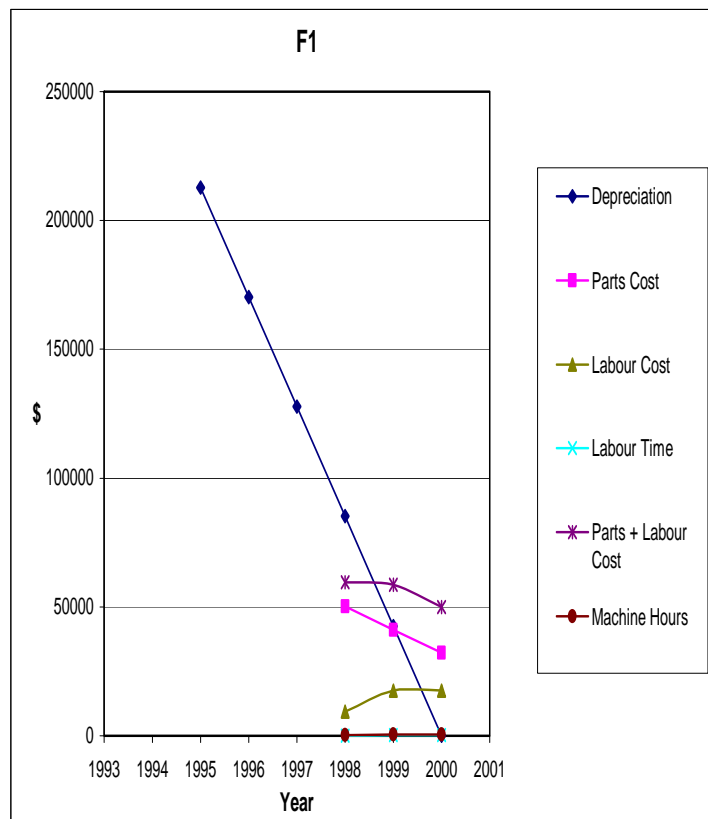


機器與設備

Machinery

Fixed Cost / Variable Cost

YEARS	1995	1996	1997	1998	1999	2000	2001
Depreciation	212870	170296	127722	85148	42574	0	
Parts Cost				50145	41038	32296	825
Labour Cost				9370	17532	17619	110
Labour Time				101	294	321	2
Parts + Labour Cost				59515	58570	49914	935
Machine Hours				305	583	563	0
Maintenance % Cost of Purchase Cost				28	28	23	0
Replacement Cost Today						256080	268884
Replacement Price vs Maintenance Cost as %						19	0





Inventory Management

- Records of
 - how many used
 - When used
- How long for delivery
 - Reorder level
 - Par stock
- Prepare one year order – four deliveries
 - Three Quotes
- Ask dealer for discount
 - Because you guarantee business



人員

People

Staff Comparison

	Number of Golf Holes	Course Manager	Office Administration	Assistant	Workshop - include Manager	Irrigation	Gardener Landscape	Greenkeeper / Operator	Course Work / Improvement	Staff Total	Staff / Holes Ratio (Clubhouse(s) equal to One Hole)
Shek-O	18	1	0	2	3	0	3	12	0	21	1.26
HKGC Inc. DWB	63	1	5	1	11	4	9	57	16	104	1.6
Kau Sai Chau	36	1	2	1	6	2	0	38	9	59	1.59
Discovery Bay	27	1	1	1	12	1	0	28	2	46	1.7
Clearwater Bay	27	1	1	3	4	1	4	16	3	33	1.10

- Kau Sai Chau - Workshop Manager has responsibility for Course Improvement Works group.
- Clearwater Bay - Workshop responsibilities other than golf course. includes all positions on Org. Charts (Inc. Vacant).
- Discovery Bay - Course work includes - Carpenter (1), General Attendant (1)
- Workshop responsibilities more than golf course.
- Greenkeeper - Includes operators & spray technician.
- Workshop - Does not qualify full areas of responsibility. - golf carts, marina, transport, turf
- Comparison - Makes no assumption of maintenance standards, areas of maintenance, ease of maintenance, landscape and gardens, microclimate
- Includes all positions on Org. Charts (Inc. Vacant).

What prevents our
employees from
doing what they do
best?

Usually, our
emphasis on what
they do worst.



IPM

— 整合式蟲害管理

GDD Record

	Min T	Max T	GDD	Accumulated GDD	Scouting
Date	4	15	-.5		
Date	15	26	10.5	10.5	•10x Pest in trap •Flower Buds
Date	15	26	10.5	21	• 25x Pests • Visible insect damage



業務計劃

Planning

1. What results do we want?

2. How will we get it done?

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Budgeting and Efficiency

- Conduct the task
 - Cut greens
 - Rake bunkers
- Measure time taken with no interruptions
- Record normal time taken with golfers
- Compare
 - Cost per hour
 - Efficiency lost by having staff and golfers on the course at the same time.

SUMMARY

No Goals and Objectives

Cascade down

Staffing and Training

direct to Goals and Objectives

Budgets

not efficient if Goals are not clear, staff not doing the work that meets targets

Grass selection

select grass adapted to region

Information access

Be sure of where you can get help and trust the source

BEST

or

NEXT



World

CLASS

You think, therefore you can.

