



Pun Hlaing Golf Club

Golf Course Consultancy Report
February 2007

SAMPLE

By Ben Davis
Head Consultant-Asia Pacific



Tropical Landscaping International



www.tropical-landscaping.com

INTRODUCTION

This report includes the standard information as was provided in the last report, plus two further reports that are of current relevance.

The first is regarding a Management training program that was run with the GCMO Managers and Supervisors. At present there is a noticeable lack of management and supervisory skills, resulting in an inefficient work process. The aim of the management course was to try and explain the types of Management that GCMO are involved in, their relevance to each other, and how to improve in the areas required.

The other report is regarding the Links project. The report submits my proposal on how to proceed with the project at Thanlyin, the requirements and recommendations on what is required.

Also the to-do list from last month has again been included, as it appears that very little of the tasks that were directed to be performed were actually completed. This is disappointing, as there is sufficient staff and equipment to perform these tasks, and it seems as though not enough notice or care was taken by managers and supervisors to ensure that they were completed. I would hope that on my next return, and with the upcoming club championships, that these will all be completed in the coming 2 weeks.

CURRENT COURSE CONDITION

Whilst the turf is relatively healthy, especially on the greens, the course is currently quite messy due to a lack of TLC and apparent inefficiency of the staff. The major problems at present are insects, which need to be eradicated ASAP to allow the course to be maintained to the standard desired. Many small jobs are required which once completed will greatly improve the appearance of the entire course, and also increase the rating to close or over International standard.

GREENS

Whilst healthy, the greens are still yet to fully grow-in and repair after the renovation. This is due to the fact that not enough sand and topdressing was performed due to short-sightedness of sand sieving. The greens require weekly verticutting and topdressing to help smooth the ball roll and also to increase the green speeds.

With regards to green speeds, it can become quite political when posting green speed for the notice of members and guests. The sign stating 9ft green speed at present is misleading as greens are probably running at around 7ft. I would advise to remove the notice regarding the speed from the front office, but try and maintain the greens between 8.5 to 9.5ft for normal members play, and around 10-11ft for tournament play.

Some pin positions that are currently being used are border-line at best. Especially on hole #10, the front part of the green is basically un-usable due to the slope present, and care should be taken that pins are placed in sensible positions at all times, especially once the greens speed up.

TEES

Again most tees are in fairly good condition. Sometime in the coming 6 weeks they will require verti-cutting as they are getting quite thick and thatchy, which needs to be remedied before the start of the monsoon.

Tee surrounds are somewhat weedy and staff should be directed to problem areas to both hand remove and remove with herbicides. Extra care should be taken where golfers walk, i.e. between green and tee and from the tee to the fairway. An intensive spray program is required to eliminate insects from the tee surrounds.

Tee signs are looking in dire need of repair/replacement. Initially I would recommend that all the bases of the tees signs are sanded back and repainted, the wooden frame on the top be replaced and the plastic hole diagrams replaced. These diagrams are only around 10,000 kyat each so it is not a major expense.

Care should also be taken to ensure that tee markers are not placed in wear areas or areas that are not flat.

FAIRWAYS

Were far to wet due to over application of irrigation. During this time of the year there is no excuse for the ball to plug in the fairway or for the fairways to be wet. We reduced the irrigation applied by 50% and hopefully this will assist with allowing the fairways to be firm and playable.

As mentioned previously the major problem with the fairways is the amount of thatch present. This has been a worsening problem over the past few years and really needs to be remedied ASAP. A swing-wing Graden is required to remove some of this thatch. It should be budgeted for ASAP and all fairways should be scarified using this machine prior to the onset of the monsoon.

Earthworms are present as well on a number of fairways. The earthworms can be removed by heavy applications of Endosulfan which can be purchased locally. By removing the worms it also has the added benefit of reducing the amount of crows, as worms are one of there common food sources. This is required ASAP and a team of applicators should be spraying daily to eradicate the problem. Earth worms greatly deteriorate the appearance of the course, and are one of the major reasons that the golf course rated poorly this month.

Mowing directions need to be controlled. Whilst contour mowing is quicker as it requires less turns, it can look quite poor if not done correctly. Operators need to be supervised and directed of correct mowing techniques at all times. Please return to the 45 degree angle mowing, alternating each week. The current direction of mowing looks unprofessional, especially hole #11.

Drainage of the fairways needs to be checked and cleaned. Traditionally wet fairways such as #7 and #5 should take precedence, followed by areas that traditionally flood. Some catch basins also need to be lifted, especially those that have significantly settled over the past few years.

All the dew should also be removed from fairways each morning prior to play. This is easily accomplished with a hose and two motorbikes driving up and down each fairway, and provides a much more welcoming surface for the golfer when completed. This is very important and requires little effort to provide a much better playing surface, whilst also reducing the amount of disease present.

BUNKERS

These have still not been repaired since my last report. It is vital that enough sand is sieved and/or purchase to be able to change the sand out of the bunkers. This should usually be performed every year in October or November after the monsoons finished, but since this timing was missed, this year we will have to do now.

The biggest problem at present on the course are the bunkers. After the monsoon the sand of the bunkers that have been badly contaminated is usually replaced. As this was not done last year some of the bunkers are now very firm, especially after irrigation. I have created a list of the bunkers that need doing as a priority and it is listed with the hole-by-hole list. The bunkers that have a darker color are the contaminated ones, and if any bunker is still holding water 1 hour after irrigation then these need to be renovated.

Bunker raking should also be performed on a more regular basis. Whilst 4 days per week is sufficient for a full rake, including sand pro and bunker faces, every other morning all bunkers should be checked and any footprints or lesions that haven't been repaired properly by the caddies should be repaired.

To assist with the bunkers condition the tines on the sand-pro should also be lowered by another inch or so. This will provide a larger amount of raked sand and provide a softer surface. The depths of the sand in the bunkers should also be checked monthly, as a large amount of sand can be moved from the bases of the bunker to the faces by caddies/staff pushing sand and also golfers splashing sand up faces after a shot. Sand on the faces should be 2-4 inches (50-100mm) and in the bases around 6 inches (150mm).

When replacing the sand in the bunkers, the old sand can either be used to top-dress fairways, or on this occasion a lot can be used to replenish the beach bunker at #2. This bunker has a lot of the sand washed away each year during the monsoon, and enough sand should be added so that the pipe that is currently exposed is completely covered.

The aim of the bunker is for the ball to roll off the faces into the base of the bunker. Any sloped areas should therefore be firm and raked with brooms or the smooth side of the rake. All flat areas should be raked with the sandpro or with the teathed side of the rake.

It is also worth checking the bunkers regularly to ensure that they have been edged. The fairway bunker on #9 and #11 are in dire need of edging.

ROUGHS

The herbicide program needs to be continued and extended to try and clean as much of the weeds up as possible. Many weeds are seeding this time of year so prompt removal greatly reduces the amount of weeds present after the monsoon rains begin.

Earthworms and crickets are also causing major problems on the golf course and it is worth constantly monitoring for insect activity as well. There was a lot of bird activity in the roughs on #4 and #8, which usually signifies that insects are present. Again a spray program needs to be constantly maintained to remove these insects, with I would recommend a team of at least two applicators spraying insecticide in affected areas each day.

Sedge is present as well which is a sign that over-irrigation has occurred. Sedge can get out of hand very quickly so should be controlled chemically ASAP.

DRIVING RANGE AND PUTTING GREEN

Again disappointing that after one month these areas did not improve. A lot of work is required on both the putting green and driving range. The putting green near the clubhouse requires extensive weeding. This is one of the most important areas of a course so great attention should be taken to ensure that it is fully turfed and weed free at all times.

The driving range also requires a considerable amount of work. The lower tee is sparsely turfed and requires sprigging to return it to 100% grass. The upper tee has had extensive usage and is suffering from the wear. The tee should be rotated to the lower tee for 3-4 days per weeks to allow the upper tee to recover.

Whilst the new green at the driving range now has 6 holes instead of the original 3, shorter flags of around 1m should be made from the old flags in the store, with a uniform appearance resulting. The bunker at the driving range should also be raked on the same schedule as the other bunkers on the course and the surrounds here require extensive work to get them into reasonable condition.

The driving range fairway also requires extensive herbicide to be sprayed. The driving range should be able to be used as an emergency turf nursery, so all weeds and other grass species should be removed ASAP.

The greens nursery at the end of the driving range also needs to be repaired. A lot of turf has been taken from here but now it has been left to grow over with weeds. This is the only greens nursery available so should be renovated back into usable condition starting next week.

LANDSCAPING

Again quite messy and a lot of the tasks that were directed to do have not been completed. The landscaping is in reasonable condition but there are numerous areas that require extensive weeding and re-planting of desirable plants. Areas that are prone to excessive droughtiness should have the soil profile modified by using a clay/sand mix, to assist with moisture retention. A list of areas that require work is listed in the to-do-list.

WATERWAYS

The waterways require a lot of work. Many of the canals have extensive weed encroachment. Staff are hired specifically for the reason of looking after the water-ways, and should be used for this purpose. As weeds encroach the water ways, flow of the water is decreased, increasing bacteria and stagnant water.

Care must be taken as well with homeowners use of the canals. I notice that the drainage from lots 35-37 are above the water level. All drainage should be placed under the water level so that they cannot be seen from the golf course. Also usage of external pumps and pipes should be controlled as the water on the course is a precious commodity.

The reason this work is so far behind at present is that the staff that have been employed for this task appear to be lazy and enjoy sleeping under trees. Supervise tightly otherwise very little work will be completed.

CLUBHOUSE AND HALFWAY HOUSES

The major task that is required at present at the clubhouse is the cleaning of the stones and trenches around the roof line. These are currently quite dirty and need to be cleaned before the monsoon to both improve the aesthetics and also reduce any chance of flooding from blocked pipes. This has yet to be done as requested.

I notice that the rain shelters are being sanded back and applied with teak oil. This must be completed prior to the start of the monsoon and now is a much more suitable time to do it than April with the more mild temperatures. The exposed blue pipes at the rain shelters also need to be removed or painted as at present they somewhat stand-out.

The half way houses are currently quite messy, especially number 15. I have notified Yin Yin of this and she will try and clean up the area. A concrete slab or similar maybe required at the rear of the halfway house to store charcoal, cooking equipment, water tanks etc.

TENNIS COURTS

Quite good condition at present. I would like to paint one section of the wall with ICI paint to determine its appearance and also to formulate a budget to paint the entire wall.

Lights would be of great benefit to the courts. As FMI city has lights which are never used, maybe PHGC could purchase the lights and poles from FMI. This would open up a further revenue stream by having the courts open of an evening after people finish work and the weather is somewhat cooler.

The centre net of the tennis court was supposed to be finished around 12 months ago. I think building maintenance were responsible for the installation, and they need to be chased up to finish this job as the current temporary division is now quite tatty.

I will forward a list of contacts to Peter Aung Myint to try and promote the court for play during the week. A small, social tournament that we used to run of a Thursday night was quite successful and very popular, and this helps to pay for the development and staffing of the complex.

MANAGEMENT RECOMMENDATIONS

There are a number of things that I would like to recommend to assist with the smooth running of the GCMO department.

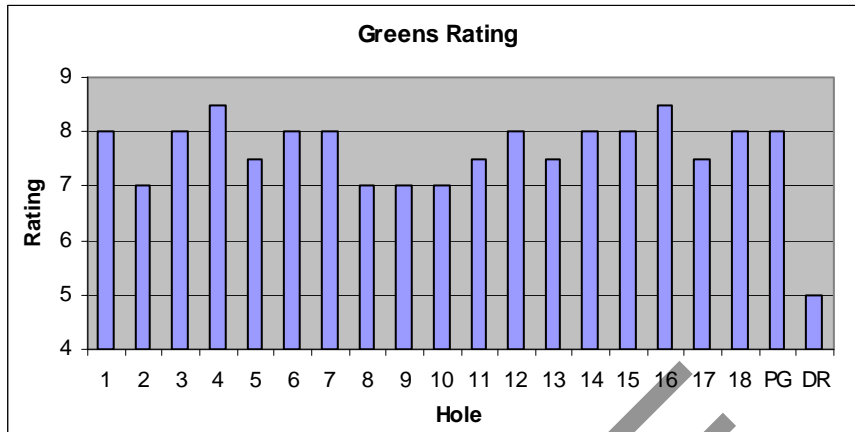
- 1) FUEL REQUISITION – Been implemented.
- 2) STAFFING – Still require greater efficiency from the staff.
- 3) UNIFORMS – Still looking very poor. U Wi and Zaw Min to prepare budget to replace staff uniforms.
- 4) COURSE SUPERVISION – Still lacking. Needs to improve greatly, with Pramai and Zaw Min to spend further time on the course instead of in the office,
- 5) MEETINGS – Still not implemented. A daily meeting should be held to increase communication and efficiency of work schedule.

MONTHLY SCHEDULING

Prepared by Pramai.

COURSE RATING – 66.3%

GREENS, SURROUNDS AND APPROACH RATING



Golf Course Greens Rating 76%

Current Conditions

The greens are currently very healthy, apart from the driving range, which requires weekly fertiliser and topdressing until fully covered. The greens are still somewhat bumpy and slow though.

Action Required

Weekly verticutting and topdressing is required to smooth out the greens and increase their speed. Pin positions require monitoring.

Green Surrounds Rating 59.3%

Current Conditions

The surrounds are very poor at present due to the presence of insects and the large amount of common Bermudagrass and other weeds present. The surrounds that achieved the highest ratings were the surrounds with the least insect damage. #17, PG and DR are all very poor at present and need immediate renovation work to repair.

Action Required

The surrounds need to be sprayed with insecticide to remove the worms, white-grub and short-winged crickets present. Gypsum is also required, along with further fertilizing using 15-7-8 or similar, to promote growth and thicken the turf areas. Intense programs of fertiliser and insecticide are required to greatly improve the condition of the surrounds.

Green Collar and Approach Rating 73.8%

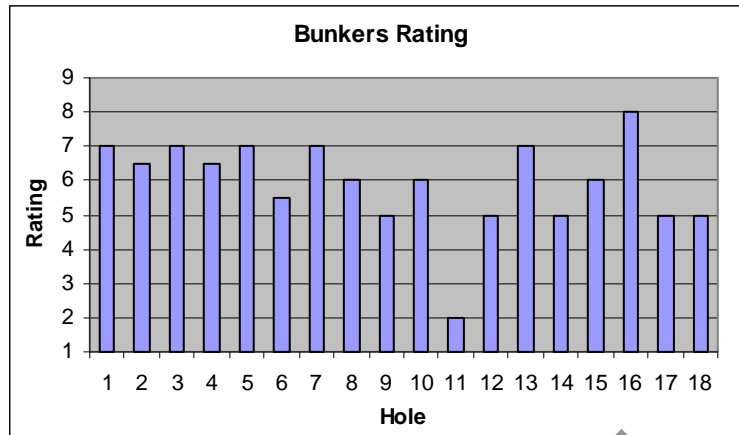
Current Conditions

The green collar and approach rating are in generally high condition throughout the course.

Action Required

The current program of irrigation and wetting agents will be continued throughout the dry season to ensure that the rating stays in the vicinity of 80%. The collars and approaches will also be cut 5 times per week to ensure that the golfer has the opportunity to putt from the fringe or apron of the green if he or she desires.

BUNKERS RATING



Bunker Rating 56.6%

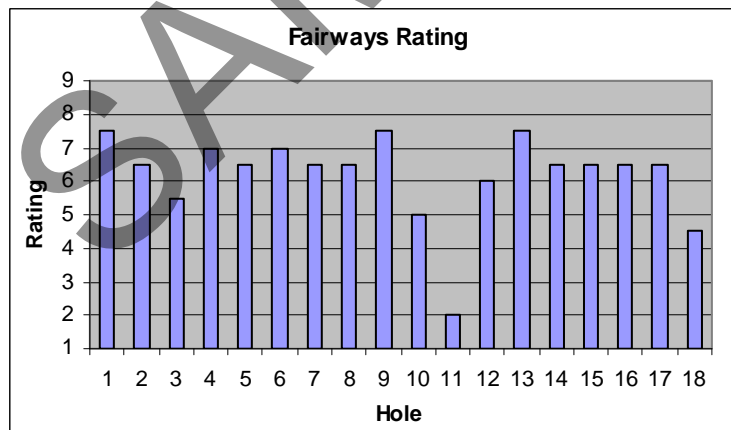
Current Conditions

The bunkers are quite poor and much work is required to replace the sand in the bunkers with the lowest ratings, namely holes #11, #9, #17, #18, #6 and #12. Whilst the bunker faces are generally in reasonable condition, the sand in the bunker is not.

Action Required

Immediate changing of sand in low rating bunkers with sieved sand. Lowering of tines on bunker rake to soften the contaminated bunkers. Adjusting of levels of sand in bunkers to ensure that they are uniform with around 4-6 inches on the base and 2-4 inches on the face.

FAIRWAYS AND ROUGHS RATING



Fairway Rating 60.8%

Current Conditions

Many fairways are currently damaged by white-grub, earthworms and a lack of fertiliser. None of the fairways reach International Standard, although #1, #9 and #13 are close following the recent foliar fertiliser applications. #11 fairway is the worst I have seen any fairway at Pun Hlaing as long as I have been there, and needs serious attention to remove the copious amount of earthworms present.

Action Required

Weak areas from insect damage and dry-patch need to be cored and fertilized to aid recovery. As mentioned in the last report the club needs to seriously consider the purchase of a Graden as

without it dry-patch, drainage issues and insect and disease problems will continue to be detrimental to the Pun Hlaing Golf Club. Foliar fertiliser should be applied to all fairways at least once per month to assist with growth and provide green up, with granular applications every 8-12 weeks depending upon growth rate. All fairways should be fertilised around the 25th of this month to prepare for the club championships. Daily applications of insecticide are required until all earthworms and crickets are eradicated. I would also like to core all fairways following the club championships and heavily top-dress, to assist with drainage through the monsoon season, and I will submit a proposal regarding the cost of this process at a later date.

Rough Rating 52.9%

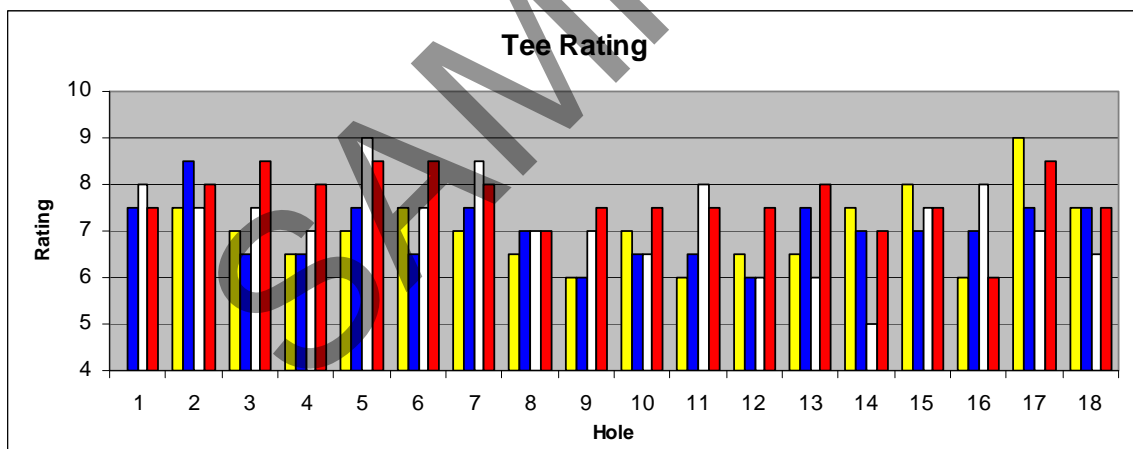
Current Conditions

The roughs are in very poor condition due to a severe infestation of insects and a lack of fertiliser and nutrients. These insects were not treated in a timely fashion and now we are seeing the consequences. The condition of the roughs is currently far from acceptable and is needs to be worked on ASAP to increase the course condition.

Action Required

The insect and weed removal program will continue ASAP. Local fertiliser needs to be added monthly at a light rate to increase growth and aesthetic appearance of the roughs, along with gypsum to help promote growth.

TEES AND SURROUNDS RATING



Tees Rating

Gold 65.8%

Blue 67.9%

White 69.7%

Red 74.5%

Current Conditions

All tees are in relatively fair condition and allow the golfer to start the hole with some confidence, but extensive work is still required to promote the condition to international standard. Some tees are still somewhat poor and these tees, such as #1 gold tee, will be prioritized this month.

Action Required

All tees require application of CRN fertiliser to improve color and recovery of the tees. Following further fertiliser applications I would expect the majority of the tees to rate over 80% by the next rating. Tees identified as being poor will have further maintenance performed to help lift the rating. Coring will be required following the club championships.

Tee Surrounds Rating 56.1%

Current Conditions

The tee surrounds are very poor for similar reasons as the roughs, insects and weed issues. This, along with the heavy encroachment of Bermudagrass, has resulted in the tee surrounds appearing untidy and unprofessional.

Action Required

The tee surrounds require continued herbicide and insecticide applications. This, along with hand weeding and attention to detail should ensure that the surrounds improve towards international standard. Along with further fertilizer treatments which are required in coming weeks of locally available 15-7-8 and gypsum, we will try and return the "neat and tidy" maintained image that is required.

PURCHASES REQUIRED

As the overseas fertiliser order is ready to be shipped, the following purchases can now be considered.

- 1) Carts and parts. The golf carts are in dire need of repair. A full list of parts required to get all golf cars up and running needs to be made so that they can be repaired. Chargers are required ASAP as at present only one is functioning. Shortly a new batch of carts will be required.
- 2) Graden – Been requested many times and is really required, especially with Links also being Paspalum and probably requiring re-turfing. Cost is around \$12-15,000 so not excessive, but should be budgeted and purchased ASAP.
- 3) Local chemicals. A stock of chemicals should be kept in store at all times. This allows for timely applications of chemicals when required and avoids the possibility of a problem being allowed to get out of hand due to a product not being available. Enough stock for one standard application of the commonly used chemicals should be kept at all times, and once used this should be replenished immediately.
- 4) Miscellaneous items. On my next trip I will bring in some 1" hand nozzle for use when manually watering.
- 5) Sand. Required for topdressing of fairways. Will require an extra 1000 sudrum of sand, at a cost of around 4 million kyat, and 20 day labor for 4 weeks, at a cost of 600,000 kyat. Greatly needed to improve performance of fairways. Also require to order locally produced tines to allow all fairways to be done.

AGRONOMIC ISSUES

Major issues agronomically are root depths. These need to be encouraged to search for water to provide a strong plant for the hot season. The root depth should be checked daily with the soil probe, along with the amount of moisture in the profile.

Soil tests will be required this coming April, with tests of all greens, 4 tees and 4 fairways, as well as the water used for irrigation. These tests are performed in America at a cost of around \$2500 per set. Testing hasn't taken place since late 2004 so is required this year.

The other major issue is the amount of insects present. Daily spraying is required to remove all insects present from the course. The aim of the course is to be weed, disease and insect free, and this should be strived for at all times.

WORKSHOP AND MACHINERY

Very disappointing that after the directions that were given last month none of this machinery was repaired, and this has caused delays in the amount of sand available and the conditions of the greens.

The workshop is again getting quite messy. A major clean out was done around 6 months ago to remove scrap and make the workshop a clean and efficient environment. Another clean needs to be performed to return the workshop to this state.

A large amount of machinery is also currently out of order. This machinery needs to be repaired ASAP as PHGC already has a shortage of usable equipment. Downtime of damaged machinery needs to be reduced by strict supervision and planning of maintenance and repair works, as without this the workshop has a tendency to become quite lazy.

A list of all parts required to repair all machines currently inoperable was supposed to be made and submitted by the 20th January so budget can be applied for and an order made, and this is now required by the 15th February at the latest (**4 WEEKS LATE!!!**).

OTHER ISSUES

Other issues that need attention at some stage are

Radios – Currently a shortage of usable radios so when possible to bring them in, the opportunity should be taken.

Staff – Supervision needs to be increased as some staff seem to have returned to the habit of sleeping under trees when nobody is watching!! GCMO management needs to be strong when dealing with this, and not take the advice of the staff friendly HR department. Pramai, ZM and U Wi, you are the managers of GCMO and have to act for its best interest, by being strong and firm in your actions and not being seen as a soft touch.

Email – I think that if possible that the GCMO office need one more email address. Much communication is required from the GCMO office with suppliers and also with me in Thailand and email is the only reliable form of communication here. Another email address would allow a free flow of information between the consultant, superintendent and staff of the GCMO at all times.

TO-DO LIST

Very Very disappointed that this was not completed. I would expect that work on these jobs is provided double time to ensure they are completed prior to the end of February at the latest. It is not good enough that these were not completed and identifies poor management and time management skills.

Hole	Requirement	Responsibility	Completed By
1	Repair the landscaping near the tee	U Wi, Tun Yee	28/02/2007
	Remove golf cart on path sign until wet season- repair sign	ZM	28/02/2007
	LHS lake, remove bridge to turf nursery (staff sleeping there)	ZM	28/02/2007
	Cut and trim weeds on spit between lakes - add cannas	UWI, Tun Yee	28/02/2007
	Change sand bunker rear of green	Pramai	28/02/2007
	Spray insecticide gold tee	mkk	28/02/2007

weed tee surrounds white tee	mkk	28/02/2007
cut and trim weeds rough lhs (terrible)	pramai	28/02/2007
trim around hazard stakes (take out when mowing)	mkk	28/02/2007
core walk-off between green and 2 tee	Pramai	28/02/2007
2 Remove dead trees and branches ASAP	Pramai, Zm	28/02/2007
Trim and fertilise rough LHS to encourage 100% turf coverage	Pramai	28/02/2007
Replace landscape on spit near bridge	U Wi	28/02/2007
Thicken umbrella grass near bridge by heavy planting	U Wi	28/02/2007
Add sand to beach bunker - use sand taken from bunkers	Pramai	28/02/2007
Rope off between green and path to #3	Pramai	28/02/2007
Spray insecticide tee surrounds	mkk	28/02/2007
Clean canal lhs (maybe lay irrigation flush in there)	ZM	28/02/2007
Level drainlines in fairway	Pramai	28/02/2007
3 Trim and tidy surrounds rear gold tee	Pramai	28/02/2007
Change sand all bunkers	Pramai	28/02/2007
Weed green surrounds	MKK	28/02/2007
Core new turfed areas	Pramai	28/02/2007
Spray insecticide tee and green surrounds and rough	MKK	28/02/2007
4 Spray earthworms	Pramai	28/02/2007
Adjust sand levels in greenside bunkers	Pramai	28/02/2007
Spray wetting agent blue tee	MKK	28/02/2007
5 Add OB stakes LHS (take extra from number 6)	Pramai	28/02/2007
Trim weeds around trees	Zaw Min	28/02/2007
Weed garden bed near tee	U Wi	28/02/2007
Spray gold tee	MKK	28/02/2007
Fertilise Rough	MKK	28/02/2007
6 Rope off LHS blue tee to stop caddy access	MKK	28/02/2007
Change sand LHS greenside bunker	Pramai	28/02/2007
Spray insecticide blue tee	MKK	28/02/2007
Weed surrounds	Pramai	28/02/2007
Core tee surrounds (blue, white and red tees)	Pramai	28/02/2007
Repair leaking sprinkler head red tee	Win Oo	28/02/2007
7 Landscape bare area near tee, cart path and shelter	U Wi	28/02/2007
Advise contractor to remove creeper from fence at lot 39	Pramai	28/02/2007
Spray insecticide and weed tee surrounds	MKK/Pramai	28/02/2007
8 LHS ladies tee, fill landscape (near water)	U Wi	28/02/2007
Ensure fountains running all time to reduce stale water	Zaw Min	28/02/2007
Weed gold tee	Pramai	28/02/2007
RHS of ladies tee, raise catch basin	Zaw Min	28/02/2007
LHS canal, trim weeds and fertilise to 100% coverage	Pramai	28/02/2007
Apply wetting agents to dry patch in fairway	Pramai	28/02/2007
Increase irrigation LHS rough	Zaw Min	28/02/2007
Clean canal LHS near the green	Zaw Min	28/02/2007
Fertilise surrounds LHS of green to 100% coverage turf	Pramai	28/02/2007

	Cut green back to original shape	MKK	28/02/2007
	Change sand greenside bunker	Pramai	28/02/2007
	Trim trees rear gold tee to allow light	U Wi	28/02/2007
	Returf surrounds LHS	Pramai	28/02/2007
9	Weed and replant flower bed near tee	U Wi	28/02/2007
	In front of ladies tee, clear creeper and add cannas	U Wi	28/02/2007
	LHS fairway bunker - fertilise bunker face, edge, weed	Pramai	28/02/2007
	Change sand all greenside bunkers	Pramai	28/02/2007
	Weed and plant out landscaping rear green	U Wi	28/02/2007
	Plant densely snake plant and ground cover b/n 9gn and pg	U Wi	28/02/2007
	Level gold tee	Pramai	28/02/2007
	Add canna front ladies tee	U Wi	28/02/2007
	Spray Icide rough LHS	MKK	28/02/2007
	Spray icide bunker faces	MKK	28/02/2007
	Spray Icide green surrounds	MKK	28/02/2007
10	Trim around hole sign to allow visibility	U Wi	28/02/2007
	Returf bare area near OB lhs near start fairway	Pramai	28/02/2007
	Clean canal between 10 and 18	Zaw Min	28/02/2007
	Change bunker sand	Pramai	28/02/2007
	Weed and fertilise lake edge	Zaw Min	28/02/2007
	Add rope near path on walk to green	Pramai	28/02/2007
	Ensure airflow remains between green and 18tee	U Wi	28/02/2007
	Spray Icide gold tee	MKK	28/02/2007
	Spray Icide fairway	MKK	28/02/2007
11	Level and re-sod blue tee	Pramai	28/02/2007
	Clean canal front of tee	Zaw Min	28/02/2007
	Remove soil front lots 179/180	ZM contact THN	28/02/2007
	Spray insecticide on fairway	Pramai	28/02/2007
	Clean canal LHS	Zaw Min	28/02/2007
	Clean and weed near cannas LHS and RHS	U Wi	28/02/2007
	Change sand fairway and greenside bunkers	Pramai	28/02/2007
	Trim around catch basins	Pramai	28/02/2007
12	Change bunker sand	Pramai	28/02/2007
	Plant landscaping near tee in bare area	U Wi	28/02/2007
	Clean canal RHS near house plot	Zaw Min	28/02/2007
	Level gold tee	Pramai	28/02/2007
	weed and trim tee surrounds	Pramai	28/02/2007
	Top dress blue tee	ZM	28/02/2007
	weed white tee surrounds	Pramai	28/02/2007
	remove material lhs bunker	MKK	28/02/2007
13	Plant out landscaping near toilet	U Wi	28/02/2007
	Temporary fence. Either plant out densely or remove	U Wi	28/02/2007
	Gold Tee - add fertiliser and wetting agent	Pramai	28/02/2007
	RHS rough - trim grass and returf bare areas	Pramai	28/02/2007
	Weed and edge fairway bunker	Pramai	28/02/2007
	Weed cannas RHS	U Wi	28/02/2007

	Trim weeds at 100 yard point RHS	MKK	28/02/2007
	spray icide tee surrounds	MKK	28/02/2007
14	Fill landscape RHS tee	U Wi	28/02/2007
	Thickly plant landscaping around lake	U Wi	28/02/2007
	Thin trees and fertilise turf RHS rough to 100% coverage	Pramai	28/02/2007
	Clean LHS water way and lake bank	Zaw Min	28/02/2007
	Weed white and red tee surrounds	Pramai	28/02/2007
	Weed around 150m tree	U Wi	28/02/2007
	Cut and weed rough LHS	Pramai	28/02/2007
15	Clean water way	Zaw Min	28/02/2007
	Cleanup around 1/2 way house	Pramai	28/02/2007
	Spray icide tee surrounds	MKK	28/02/2007
	Raise water level in canal	Zaw Min	28/02/2007
16	Spray earthworms	Pramai	28/02/2007
	Water wydelia LHS and RHS	U Wi, Zaw Min	28/02/2007
	Trim gold tee surrounds	Pramai	28/02/2007
	Weed and clean canal edge lhs	Pramai	28/02/2007
17	Weed landscape RHS of white tee	U Wi	28/02/2007
	Plant ground cover between snake plants at bridge	U Wi	28/02/2007
	Spray Earthworms	Pramai	28/02/2007
	Get construction site LHS to clean up rubbish in canal	ZM contact THN	28/02/2007
	Change bunker sand LHS green	Pramai	28/02/2007
	Add landscape RHS path to #18	U Wi	28/02/2007
	Landscape and hide barrels at electric station	U Wi	28/02/2007
	Spray icide tee surrounds	MKK	28/02/2007
	Spray surrounds and rough, fairways	MKK	28/02/2007
18	Returf RHS be white and blue tee (rear 11 tee)	Pramai	28/02/2007
	Clear canal entry to lake LHS	Zaw Min	28/02/2007
	Fertiliser and weed lake banks	Zaw Min	28/02/2007
	Change sand 2 x rear greenside bunkers	Pramai	28/02/2007
	Repair flow of fountain	Zaw Min	28/02/2007
	top dress and fill divots near lake	Pramai	28/02/2007
	rope off near green to reduce wear	Pramai	28/02/2007
PG	Move the ballwasher to less noticeable spot	Pramai	28/02/2007
	Take down scoreboard each time after use	Zaw Min	28/02/2007
	Extensively weed surrounds	Pramai	28/02/2007
	Returf bare areas of surrounds	Pramai	28/02/2007
	Increase water wydelia LHS on walk to 10 tee	U Wi	28/02/2007
	watch scalping of rough with green mower	Pramai	28/02/2007
DR	Sprig bare areas lower tee	Pramai	28/02/2007
	Spray weeds out of fairways	Pramai	28/02/2007
	Weekly fertiliser to promote growth upper tee	Pramai	28/02/2007
	Repaint poles of driving range structure	Zaw Min	28/02/2007
	Weed surrounds of green	MKK	28/02/2007

	Change sand in bunker	Pramai	28/02/2007
	Trim and weed bunker surrounds	MKK	28/02/2007
	Increase cups on green to 6-8	Pramai	28/02/2007
	Use 1m high flags on green	Pramai	28/02/2007
	Repair nursery green asap	Pramai	28/02/2007
	Fertilise green to 100% coverage	Pramai	28/02/2007
	Repaint yardage on chipping nets	Zaw Min	28/02/2007
ALL	Daily rubbish collection	Pramai	28/02/2007
	Litter, plastic etc. in landscape -clean	U Wi	28/02/2007
	Clean tee marker plates each time	Zaw Min	28/02/2007
	Clean drainage pipes	Zaw Min	28/02/2007
	Core and verticut tees after club championships		28/02/2007
	fertilise tees, greens and roughs		28/02/2007
	empty ash trays etc daily		28/02/2007

REPORTS REQUIRED

Please supply the following reports each month so that I can assist with the operation of the GCMO department.

1. Irrigation – Monthly report of pump usage, gallons of fuel and gallons of water applied.
2. Weekly Task List report
3. Monthly expenditure report
4. Monthly fertiliser application report
5. Monthly schedule
6. Weekly maintenance report

PUN HLAING LINKS

After attending links I was presently surprised and I must admit that it is now closer than ever to be able to be opened.

LINKS CURRENT CONDITION

Now that the irrigation system has been implemented, the course has greened right up and is in the best condition that it has been for sometime. There is, however, a large amount of weeds present, and it has now come to decision time as to how we proceed.

GREENS - All the greens are currently quite pitted. They require scarifying and top dressing, as well as fertilizing to encourage growth.

FAIRWAYS – The height of cut needs to be reduced to 12mm, frequency of cut increased, and the shape of the fairways marked out. Also require fertiliser treatments

ROUGH – Requires intense fertiliser treatments and treatment of the interface between the fairway and the rough. Native areas can be left for now, with a large amount of fertiliser added during the monsoon to promote the natural growth to come through. Desired species can then be encouraged and unwanted species removed.

TEES – Also require fertiliser and top dressing. Surrounds are in very poor condition and need extra irrigation and fertiliser to promote growth.

BUNKERS – Bunker faces need trimming and fertiliser, bunker sand needs changing.

LINKS OPTIONS

A – KILL OFF WEEDS AND RETURN

A costly and time consuming option. The driving range would need to be rebuilt as a turf nursery, all weeds and foreign grasses present would need to be sprayed 4 times with Glyphosate and then these poisoned areas re-turfed from the nursery. Looking at minimum schedule of 6-12 months.

B – START MAINTAINING OF MULTI-GRASS COURSE

This is now my recommendation. Due to the amount of foreign grasses now present, it is easier to maintain this similar to the current case at PHGC. All greens and tees should be cleaned, but other areas we can maintain with the mix of Paspalum, zoysia and Bermuda grasses.

LINKS REQUIREMENTS

The initial requirements to allow us to maintain links to a similar standard as Pun Hlaing are –

- 1) Purchase of additional sprinkler heads. According to ACM, 60 are required, at a cost of around US\$5000.
- 2) Purchase of local fertiliser. Need to fertilise the entire course. Around 8,000 kg of fertiliser, or 160 bags, will be required to fertilise the course a minimum of 3 times, at a cost of around 4,000,000 kyat. Following this, the imported fertiliser can be used for maintenance.
- 3) Finishing of bunkers. Around 30 bunkers still require cement bases. Also, all bunkers need sand replaced. Cost around 4,000,000 kyat.
- 4) Topdressing sand. Required to top dress entire course. Need coarse sand as the sand used initially is sub-standard and is too fine. Will require around 1000 sudrum of sand, at a cost of around 4.5-5 million kyat.
- 5) Halfway houses. Not part of maintenance but some budget will be required.
- 6) Maintenance budget. Total budget of 10 million kyat per month, for fuel, wages, fertiliser, chemicals etc.
- 7) Small machinery. Require rotary mowers (2 or 3), brush cutters (2 or 3), motor bikes (2), portable pumps (3), workshop tools, hand tools etc. etc. Budget of US\$5000 will be required.
- 8) Golf Accessories. Tee markers, rakes, flags, bins etc. Budget US\$5000.
- 9) Landscaping of club house. Required to beautify the area. Allow budget of 3 million kyat.
- 10) Landscaping of tee and green surrounds. Whilst I am happy to leave the bulk “waste” or “native” areas until the monsoon to see what grows through, the areas around the tees and greens require beautification. These can be done using bamboo grass or similar, and no colorful plants should be used to try and keep the links feel. The area should look natural, but also be neat and tidy. Budget of around 5 million kyat will be required.
- 11) Budget for construction team. Construction team will require budget to finish drainage, bunkers, shelters and other areas that require completion such as lake banks etc.

LINKS RECOMMENDATIONS

My recommendations at this stage of Links operation are as follows.

A) Name. I would remove the “Pun Hlaing” from the name until the course is complete. Maybe just calling the property “Links”, or “Links” by Pun Hlaing, would ensure that Pun Hlaing’s reputation is maintained. Even though the course may be near to opening 9 holes, the clubhouse and amenities are not to Pun Hlaing standard.

B) Maintenance team. It is now about time to differentiate between the maintenance and construction teams. The maintenance team should be in charge of maintaining the golf course, and preparing the course for opening. The construction team will be responsible for completing unfinished areas on the course (bunkers, drainage, shelters, native areas etc). For the maintenance team, it will be most efficient and easiest to maintain if a team is started from scratch, headed up by Myo Kyaw Kyaw, Assistant Superintendent of PHGC. The maintenance team should be responsible to the management of PHGC, and be totally separate in management and financially from the construction side. I would propose that the same procedures that are currently used at Pun Hlaing would be implemented at Links, so that all purchases, salaries etc. are approved and processed by Ms. Jin. The structure of the maintenance team would therefore be:

Ms. Jin
GM

-

TLI
Golf Course Consultants

Pramai
Superintendent

-

Myo Kyaw Kyaw
Links Acting Senior Assistant Superintendent

-

Aung Naing Oo
Links Acting Golf Course Supervisor

-

Workshop(2) Irrigation(4) Operators(5) Golf Course(9) Landscape(4) Chemical(2) Office(1)

-

Myo Kyaw Kyaw, in conjunction with Zaw Min, U Wi and Pramai, will arrange for a suitable candidate to be selected from the PHGC team as Workshop foreman, Irrigation foreman, Operator Foreman, Landscape Foreman and Chemical Foreman. All other positions will be recruited from Thanlyin area to reduce travel time and provide the locals with a chance of employment. An intense training program of these staff will then be implemented by Myo Kyaw and the PHGC team.

-

Pramai will be required to attend Links at least two days per week, especially during the initial period when preparing the course for opening. I would attend at least two times on each scheduled consultancy visit.

-

The maintenance team would work as an arm of the PHGC GCMO team, with a central workshop at PHGC to perform major repairs, the fertiliser and chemical store remaining at PHGC and with a very close relationship between the teams to allow for extra work at one course or the other (for example during renovations, tournament preparation etc.)

C) Native areas. To allow ease of opening, to begin with only the greens, tees, fairways, roughs, surrounds and bunkers will be maintained. The waste areas will be left as they are. Whilst not perfect, if the maintained areas are in great condition, then this will provide a stunning contrast between the two areas. Once the rains start, we will fertilise the native areas to promote the local species, and fill these areas in naturally and through selection of species to keep.

LINKS MAINTENANCE TEAM REQUIREMENTS

As Myo Kyaw and his key staff will be relocated from PHGC, suitable housing will need to be provided for their use. The labor camp currently present is not of sufficient standard, and as an incentive for the staff that we want to move, I think that a comfortable house should be found. There are currently some vacant houses present quite close to the course, and I would imagine these could be rented for around 150,000 kyat per month. This could house the senior staff and foreman that are relocated.

The staff transferred will not be permanent, but a 3 month trial period for both the staff themselves and for Pun Hlaing management. If after this 3 month period both parties are happy, then the transfer can be made permanent and suitable salary increases for the staff can be discussed.

A vehicle will also be required to allow for transport around Thanlyin, purchasing of emergency items, transport between Thanlyin and PHGC etc. At present one of the GCMO Suzuki's is being used by Pun Hlaing Landscaping. This vehicle will most likely be needed to be returned and lent to Thanlyin, with Pun Hlaing Landscaping either getting one of the vehicles back that Win Toe Swe still possesses or borrow off PHGE which owe PHL a lot of money.

A larger truck will also be required to be available to transport machinery (renovation equipment, spray tank etc) between the courses. This would not be required full time, but will be required quite often. Discussion will have to take place with PHGC's sister entities.

The maintenance team will also need to have access to sufficient budget to be able to complete the required tasks. This budget should be controlled by PHGC, with Ms. Jin confirming purchases and providing funds. Maximum budget required would be around 10 million per month in total, with the aim to keep the monthly budget around 8 million per month (100 million per year).

Some further machinery will need to be sent down from PHGC. This machinery was planned for during the recent machinery purchases, but has yet to be sent down. The machinery includes 3x GM1000, 1 x 2000D 3 gang, 2 x National Mowers, 1 x Small Petrol Tractor, plus any other machinery that is no longer in use at PHGC.

Office space will be required in the current buildings, along with a separate space for a workshop area. Office should be separate from the construction team, and provide enough space for 4 staff, plus a space for Pramai or myself when we visit.

LINKS CONCLUSION

With the implementation of the above recommendations, and with sufficient budget, I believe that Links could be ready for the opening of nine holes by May 2007. If pushed, we could maybe even open following Thinjan. The key components are the access to funds, and teamwork between PHGC, GCMO, Links constructions staff and the new Links Maintenance team. Some of the holes at Links in my mind surpass those at Pun Hlaing, and once maintained properly, we all should have a winner on our hands!!

CONTACT DETAILS

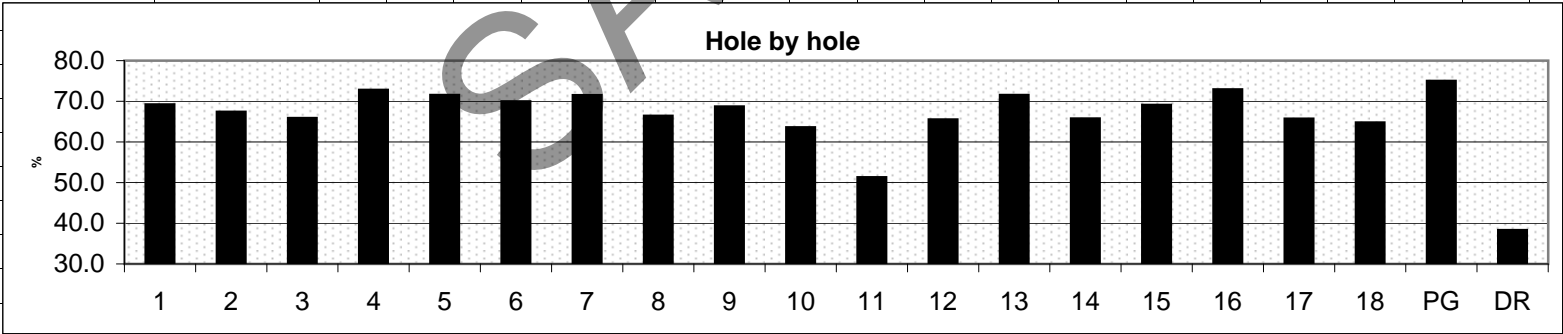
Any issues or problems on the course or any advice that you may require, please contact me via email at ben@tropical-landscaping.com or phone (66) 76 325 003 and I will be sure to reply at my earliest convenience. If any problems on the course please send a photo to assist diagnosis.

SCHEDULE

My next scheduled period is from the 8th to the 12th March. I will confirm upon receipt of flight plan.

Pun Hlaing Golf Course																					
Course Rating		February 2007																			
		HOLE NO.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	PG
AREA	AREA %																				
Greens	76.0	8	7	8	8.5	7.5	8	8	7	7	7	7.5	8	7.5	8	8	8.5	7.5	8	8	
Green Surrounds	59.3	6.5	6.5	5.5	6.5	7	7	7	6.5	6.5	7	7	7	7	4	5.5	7	2.5	7.5	3	
Approach and Collar	73.8	7.5	8.5	7	7.5	7.5	7.5	8	7.5	7.5	7	7	8	7.5	7.5	6.5	7	6.5	8	9	
Fairway	60.8	7.5	6.5	5.5	7	6.5	7	6.5	6.5	7.5	5	2	6	7.5	6.5	6.5	6.5	6.5	6.5	4.5	
Rough	52.9	3	5	4	6	6	6	6	6	7.5	6	2	5	7	5	5.5	6	5.5	5		
Bunkers	56.6	7	6.5	7	6.5	7	5.5	7	6	5	6	2	5	7	5	6	8	5	5		
Gold Tee	65.8	3	7.5	7	6.5	7	7.5	7	6.5	6	7	6	6.5	6.5	7.5	8	6	9	7.5		
Blue tee	67.9	7.5	8.5	6.5	6.5	7.5	6.5	7.5	7	6	6.5	6.5	6	7.5	7	7	7	7.5	7.5		
White tee	69.7	8	7.5	7.5	7	9	7.5	8.5	7	7	6.5	8	6	6	5	7.5	8	7	6.5		
Red tee	74.5	7.5	8	8.5	8	8.5	8.5	8	7	7.5	7.5	7.5	7.5	8	7	7.5	6	8.5	7.5		
Tee Surrounds	56.1	7	4.5	4.5	6.5	7.5	3	4	6	6.5	6.5	6.5	4	4	6	6.5	6.5	6	6		
		HOLE %	69.2	67.4	65.9	72.8	71.6	70.0	71.5	66.4	68.7	63.6	51.3	65.5	71.6	65.8	69.1	72.9	65.7	64.8	75.0

GOLF COURSE RATING FOR FEBRUARY 2007 **66.3 %**





Pun Hlaing Golf Club

GCMO Management Training
February 5 2007

SAMPLE

By Ben Davis
Head Consultant-Asia Pacific



Tropical Landscaping International



www.tropical-landscaping.com

PHGC GCMO MANAGEMENT TRAINING

LOCATION

GCMO Meeting Room, Pun Hlaing Golf Club
Yangon, Myanmar
5th February 2007, 1430 hours

PRESENT

PRESENTER

Mr. Ben Davis, Head Consultant – Asia Pacific, TLI

GUESTS

Mr. Pramai, Superintendent
U Wi, Senior Assistant Superintendent
Zaw Min, Senior Assistant Superintendent
Myo Kyaw Kyaw, Assistant Superintendent
Aung Naing Oo, Trainee Superintendent
Aung Zaw Lin, Trainee Superintendent
Win Oo, Irrigation Supervisor
Tun Yee, Landscaping Supervisor
Ne Win Htun, Workshop Supervisor

INTRODUCTION

The following report and training program will identify issues with the Management of GCMO, and aims to provide assistance and training for the GCMO managers to be able to better manage the department and PHGC as a whole.

WHAT IS A SUPERINTENDENT/ ASSISTANT SUPERINTENDENT/ SUPERVISOR??

To begin with let's identify what the role of a Superintendent, Assistant or supervisor is. Another name for a Golf Course Superintendent is Golf Course Manager. This is very important, as it explains what is required. Management!!

WHAT IS MANAGEMENT??

But what is management?? Management is defined by Wikipedia as

*"The term **"management"** characterizes the process of and/or the personnel [leading](#) and directing all or part of an [organization](#) (often a [business](#)) through the deployment and manipulation of resources ([human](#), capital, [natural](#), intellectual or intangible)."*

WHAT IS LEADERSHIP??

Wikipedia also goes on to differentiate between management and leadership by specifying that

"Management has to do with [power](#) by position, whereas [leadership](#) involves power by influence"

HOW DOES THIS AFFECT ME??

Through your position as Superintendents, Assistant Superintendents or supervisors, you are THE Managers and Assistant Managers of the Golf Course Maintenance Department.

As the trained and experienced staff you should be able to influence the staff positively through LEADERSHIP.

These two tasks are very important for the successful running of the GCMO, and I think that at present they both require a lot of work, dedication and training to strengthen these areas for the betterment of GCMO and Pun Hlaing Golf Club.

TYPES OF MANAGEMENT IN GCMO DEPARTMENT

There are numerous different types of management required in the GCMO department. The major ones include

- **FINANCIAL MANAGEMENT:** Includes the control of budgets, expenditure, purchasing, fuel usage, quotation system etc. This is very important due to the requirement to run an efficient and streamlined department. Financial Management includes many cross-over management tasks and with most management decisions, the financial implications must be thought of. For example, by hiring further employees, (dealing with Human Resource Management), this increases the monthly wage budget and therefore increases expenditure. Instead of this, by increasing and improving supervision and management, more work and efficiency can be achieved from a smaller work force, providing an equal amount of work for less financial outlay. Another example is with machinery maintenance. Whilst spending a little bit more each month properly maintaining a car or tractor by changing its oil, cleaning it weekly etc. for example, the car will run a lot longer and will not require costly repairs or replacement. So by investing some time and money (Managing!!), the overall result is a saving of money, or good financial management.
- **HUMAN RESOURCE MANAGEMENT:** Includes all issues regarding to staffing and personnel. As the GCMO department employs over 100 staff, this is a critical area. A strong department needs LEADERSHIP from the MANAGERS and experienced staff, from the Superintendent, through the Assistants, Supervisors, and Foreman's to give the right impression, training and directions to the staff. Keys to good human resource management are
 - o **Communication.** Through verbal, written or electronic means, communication must be clear and concise. This is the idea of the daily meeting to ensure that the aims of Management are filtered correctly through to the staff so that the work is performed efficiently. Written communication including photos and onsite, on-course meetings are required so that everyone understands what is required.
 - o **Supervision.** There is only one way that this can be accomplished successfully. That is for ALL Managers (including superintendent, assistants and supervisors) to tightly watch and control all aspects of the GCMO operations. Once this drops, the staff become lazy and the Management ineffective. At present I would recommend that Pramai spends at least 50% of his time on the golf course, Zaw Min at least 50%, U Wi at least 30% and Myo Kyaw, Aung Naing Oo and Aung Zaw Lin at least 80% of the time. If the Managers are on the course this often, then the staff will realize that they are being watched (or managed), and more work and a better maintained golf course will result. The other area that requires significant improvement in

Supervision is the workshop. Pramai should try and spend at least 5 hours per week in the workshop directing what is required and ensuring work is being performed that is required. At present a lot of the problems that are present are due to machinery not working, and this requires increased supervision to remedy. Zaw Min and Myo Kyaw should also tightly control this area as I think at present the workshop is working at around 30% of its capability due to underperforming or lazy staff. **Increased supervision and management WILL result in increased work.**

- Strength and Unity. Very important that the Management is seen as being strong and united. If people sense weakness, they naturally take advantage, so Management has to make sure that they are united together working for a common goal, the betterment of the golf course, and they show strength to the staff and workforce by being assertive and applying the rules and regulations of the company tightly.
- Leading by Example. If Management seem like they don't care, then naturally staff will also have this attitude. Management need to be dynamic and proactive, leading the way by working hard, helping the staff, being particular about the way jobs are done, training weaker staff members etc. Whilst some people are not natural leaders of people, by becoming involved with the staff, and by acting in a way that the staff know that you are passionate about your job, the right attitude is passed down and "leadership" naturally occurs.
- PROJECT MANAGEMENT: Whilst the golf course can be looked at as one big project, it can also be broken down into many smaller projects that require management. These would include things such as greens management, bunker management, irrigation management etc. etc. All these smaller "projects" are required for the larger project "the golf course" to be at its best. When one smaller project, like the bunkers at present, is poor, then the whole golf course suffers. Each one of these smaller projects requires specific management to ensure the large project is at its best.
- OPERATIONAL MANAGEMENT: Extremely important, especially on a golf course. Whilst operations of mowing, irrigating etc. are obviously important, there are currently a number of problems that are present on the course due to poor operational management. Operation Management includes the planning and operation of tasks required on the golf course. If the planning and management of the operation is not thought through in detail then problems will occur with small projects and the course itself. A great example of this is the greens at present. They are quite bumpy and slow to recover from the aeration. This is due to the fact that they haven't been top-dressed enough due to a lack of sand. A good manager would have known that sand would be required and prepared the sand earlier so that it was available when required. They also would have realized that due to the tractors and trailers that are required to move the sand being damaged, that they needed to be repaired ASAP to allow the sand to be moved to the sieving area, so that it could be stockpiled for use on the golf course when required. Therefore, for the one operation there are a number of management steps required including determining what the aim is, determining what equipment or resources are required for the job, are there any potential problems to achieving what is required and fixing

any problems that may be present. Another example is the amount of rubbish present on the course, due to the fact that there are no tractors and trailers are available that the rubbish isn't collected and the course looks messy. Again, whilst rubbish is the end result, the actual problem is the lack of tractor and trailer, and these need to be repaired first to stop the problem of rubbish on the course. Another example of good operational management would be to have spare parts or chemicals available in stock, so that when a machine breaks down or disease is present on the golf course, an immediate remedy can be put in place to fix the problem, without having to get quotations, make purchases, get budget etc. etc. This is called being PROACTIVE and is very very important to be proactive to be a good manager, and not REACTIVE, by anticipating problems that may occur and devising a solution before the problem occurs.

- TIME MANAGEMENT. Probably the most important of all forms of management. Time management has many different areas including project planning, supervision etc. With the GCMO I think at present we are relatively poor time managers. What I mean by this is out of the 10 hours per day that we work and are paid for, that maybe 50% at the most are used effectively and the rest is wasted. How do we waste this time?? If we each honestly look at what we do there are many ways that we lose time. The most simple is being idle, by chatting about unrelated things, sitting in the office, talking on the phone etc. etc. Whilst we do not have a large administrative staff in the GCMO department, figures from offices overseas have shown that people spend 20% of their day on personal emails, 20% on smoke or coffee breaks, 10% playing games or reading papers and 10% chatting with other staff members. This leaves only 40% of the day to actually do what they are paid for. If we are all honest we can realize that sometimes we could spend our time a little better. As mentioned previously, by increasing supervision, and removing the two staff working together system, work increases so time management is more effective. If we can increase the time management of all staff by even 20%, which still allows for a large amount of unwanted down time, this is the equivalent of hiring a further 20 employees!!

Other factors of time management include performing tasks in correct orders (planning) and anticipating any potential problems that may arise (being proactive)

- Other forms of management that are required are
 - o Performance Management
 - o Training Management
 - o Environmental Management
 - o Customer Relationship Management
 - o Quality Management
 - o Personal Management

Which I will discuss further verbally in our meeting.

HOW TO IMPROVE OUR MANAGEMENT

The first thing that we require is to admit that currently there are some problems with our management techniques. Once we admit to this, we can work towards improving our management skills.

Following this the following steps need to be taken

1. PERSONAL APPRAISAL

Each of us need to look at ourselves and determine which areas we think we are strong in, which areas could be improved and which areas we are weak in. This is a difficult process, but once the appraisal has been completed, then we can identify which areas require training and development,

2. TRAINING AND DEVELOPMENT

Can be done in many different ways. An effective way is that a person with a strong skill (maybe time management) can teach and mentor a person with poor time management on how to operate. This is an easy way to provide the skills and training required. Other ways are through structured learning (courses etc.) or personal investigation (reading books, internet etc.).

3. REAPPRAISAL

After these two steps have been performed, it is worth reappraising where we currently feel our weaknesses lie. If the training has worked, then a previous weakness may now be a strength. On the other hand, the reappraisal may identify a weakness that was previously overlooked.

4. PEER REVIEW

Very simply this is where we compare each others strengths and weaknesses, in a positive way. It is about trying to identify how we can help each other to develop both personally and as a team.

5. MANAGEMENT REVIEW

This is where senior management or consultants review the progress of middle management to determine if progress is occurring, if people are in the right position, if management or structural changes are required etc.

AREAS FOR IMMEDIATE IMPROVEMENT

There are two main areas of our management that we need to improve immediately. The first one is supervision and leadership. I group these two together as at present a lot of the staff have fallen into the old habit of becoming lazy and working inefficiently. As most of the staff are not educated, the management needs to take a greater role in providing leadership and supervision to ensure that the staff are working as efficiently as possible.

This is very simple management to perform. It basically consists of constantly monitoring and controlling the staff's action. This can be achieved by constantly driving around the golf course looking for problems or areas that can be approved, and showing leadership to the staff that management really cares. Basically, if the staff think they can get away with doing nothing, they will. It is vital that management leads by example and demands that a high standard of work is provided at all times.

The second major issue is planning, which can also incorporate time management and efficiency. At present it appears that planning is quite haphazard, with jobs and tasks taking a long time to plan with the result an inefficient department. Where possible management should be proactive, trying to repair or determine problems before they happen. When problems do happen, they should be repaired as soon as possible, within the hour if possible, or a day at the most. This is easily identifiable at present with problems such as broken down tractors which have sat damaged in the same spot for 2 months. This is an example of very inefficient management, and a job that should only

take one day has still not been finished after 2 months, with damage to the golf course now resulting.

Another example of this was the to-do list that was sent through on the last trip. Whilst this list was comprehensive, I would have expected most, if not all, tasks to be completed by the time I returned. This has not been done, and again shows the inefficiency or ineffectiveness of our management skills.

Remember, it is always better to do something today than tomorrow, as tomorrow never seems to come!!

CONCLUSION

We need to work as a team to strengthen our management skills, for the betterment of the golf course. At present some of our individual and teams weaknesses are resulting in problems that require fixing. Over the following months I expect for our management skills as a team and individually to improve, which will result in benefits such as increased productivity, reduced down-time and reduced expenditure. This in result will provide a truly international standard golf facility which is neat, tidy, playable and efficient in all ways.

SAMPLE