

Fall Issue 2019

GreenMaster

Official Publication of the CGSA



Labour of Love

Rhod Trainor, AGS

Hamilton Golf & Country Club,
2019 RBC Canadian Open & Retirement

16

6 Steps to Make
This Your Best
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As I write this article, it's now mid-season, the time of year when our golf courses start to hit their stride. After summer staff have joined, staffing numbers have increased, and there is the strain of carrying a heavy load as managers shift into a different gear. Hopefully, this has created an opportunity to step back, take a breath, and re-evaluate our direction and focus.

If you operate in any way or form like I do, you've spent part of the winter season planning, budgeting, analyzing soil tests, devising new strategies, recruiting and hiring. Then, the season kicked into full gear and things happened that were not planned. Such is life. Naturally, you've done all you can do to adapt, revise and overcome.

We superintendents are a resilient bunch. No two days are the same, overcoming new challenges, and solving problems "off the cuff" are part of the challenge and for most of us, it's what we love about the job. We've spent countless minutes, hours, days, weeks, months and years educating ourselves about our work, preparing for every possible scenario that could cause us to divert from our well thought out path to success. For the most part, we adapt and ultimately, tend not to stray too far from the plan.

Considering all of that planning and preparation we do for our jobs, how many of us have honestly given the same amount of detailed attention to the care of ourselves? If you're anything like me, you haven't. If I totaled up all the fleeting moments I've pondered this idea (mostly thought of while operating a piece of

equipment long after all other staff have gone home for the day), I've probably considered it for a grand total of an hour or two over the last 30 or so years. As an industry, we're very good at the art and science of turf management, and for many of us, becoming very good at it has come at the expense of our own well-being.

So, have you taken the time for your own soil test? Have you closely analyzed the results and learned from someone who knows as much about your body, mind and emotional needs as you do about the soils and plants on your golf course? Have you determined your deficiencies, learned about your own physical, mental, and emotional nutrient requirements? Have you spent minutes, hours, days, or weeks planning the vision and strategy for your personal success? Have I? Well, I'd like to share a story of my own personal "light bulb" moment.

Not long ago, I worked an unreasonably long day. It was one of those days when you start in the dark and finish in the dark. You know what I'm talking about. I'd followed the weather forecast for days, and in my mind had found the "perfect window" to put down granular fertilizer over our whole property, from fence line to fence line. After all but 60 of 600 bags were down, I stopped at our clubhouse to get something to eat. It was 9pm.

For me, the feeling of a long, grueling, physical day like that is euphoric. So, I was feeling particularly good about myself as I climbed down off my tractor and I remember thinking about how the timing couldn't

Importance -Care

have been better because my direct report, my General Manager, was just leaving after entertaining friends for the evening.

What happened next came as a complete shock to me. I've had a full career of rewards for self-sacrifice but never this experience. She stood square to me, looked me straight in the eye, and said, "What exactly is your problem? Is there something wrong that I can help you with?" Her words stung. I think I managed to stutter out a polite, embarrassed, and sheepish response. And after she left, my light bulb moment happened. She was angry because she CARED.

So, with the support of those around me I'm starting to learn to take

better care of myself. I've since learned that self-care means a lot more to those closest to me than the green grass I manage. This message is to you, the Canadian golf course superintendent, because I care and because your national association, Canadian Golf Superintendents Association, cares. I know that you know what I'm talking about.

So, with this message, I'm squaring off with you and looking you straight in the eye, "What is your problem? Is there something we can help you with?" Your association is here to help. Please reach out. **GM**

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Congratulations to Golf Canada, RBC

and the PGA Tour for such a successful RBC Canadian Open at the Hamilton Golf and Country Club. I've had the pleasure of attending every year since the eighties when it was considered to be "The 5th Major" and I think this year's event was a great return to those glory days.

If we couldn't have a Canadian winner, then Rory was probably the ideal champion from the spectators' point of view, and his 62 put an exclamation point on that. The overall strength of the field, the nice weather, the Rink, and the concerts, all contributed to the excellent experience. But, the condition of the golf course deserves top billing, which brings us to our cover story.

This issue of GreenMaster features Rhod Trainor's hosting of the Open and his illustrious 30 years at the Hamilton Golf and Country Club. Authored by Brent Long, you will read about Rhod's career path from a very personal perspective. That includes the \$11 million golf course renovation that he's about to begin, and culminates with his pending retirement at the end of the year.

In recognition of hosting the Open and all of Rhod's accomplishments, in addition to his 42 years of CGSA membership, he was also presented with the CGSA National Tournament Plaque at a surprise party for him during the Open. All of the accolades are so well deserved!

In this issue, we also feature articles on occupational health and safety, human resources, improving your year end, a profile of Glendale superintendent Jonathan Peters, mechanics corner, and an interesting perspective from world-renowned Mark Kuhns, CGCS on the value of being involved in your association.

Next on the CGSA agenda is our Fall Field Day. Hosted at Cabot Links and Cabot Cliffs, this year promises to be a very special event. So, take advantage of this unique opportunity for professional development, networking with your peers from coast to coast, and some world-class golf. Thank you to superintendent Brad Allen and the team at Cabot for their generous hospitality.

In the meantime, all the best from the CGSA for the balance of your golf season, and I hope to see you at Cabot, October 9-11.

Respectfully,

*Jeff Calderwood, Executive Director
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Rhod Trainor, AGS, and Rory McIlroy share a cheerful moment on the 18th green surrounded by the Course and Grounds team at Hamilton Golf & Country Club.

Preparing to host the RBC Canadian Open is one thing. Readying one of Canada's iconic golf courses for an \$11 million golf course improvement is another.

Coordinating both in the same summer, well that can be chaotic, but when you have been in the grass growing business for 40-plus years, it's merely a moment in time. Needless to say, it has been a busy start to the 2019 golf season for veteran Golf Course Superintendent, Rhod Trainor, AGS and his crew at Hamilton Golf and Country Club.

HAMILTON WELCOMES THE WORLD'S BEST

The sometimes head-spinning storyline at HGCC reads something like this. A Canadian Open with a new early June date that was a success beyond all expectations, on all fronts, as Rory McIlroy hoisted the champions' trophy - followed by a two-year renovation project - a new irrigation system, accompanied by new bunkers and greens - that starts in September with noted English Golf Course Architect, Martin Ebert.

"Most of our staff didn't know what to expect the week of the Canadian. We kept telling them that it was going to be over the top in terms of workload, but until you're in it, you're not living it," says Trainor, who managed Canadian Opens at HGCC in 2003, 2006 and 2012. "We told them we're going to be on the world stage, it's not the member guest day, and they embraced it. Once we got going, it was a business-like party atmosphere. They raised the level of workmanship and attention to detail. The

Rhod Trainor, AGS

Hamilton Golf & Country Club,
2019 RBC Canadian Open and Retirement

ove



PHOTO: BRENT LONG



*Rhod Trainor, AGS, Superintendent,
Hamilton Golf & Country Club.*

PHOTO: BRENT LONG



*Rory McIlroy, 2019 RBC Canadian
Open Champion.*

PHOTO: GOLF CANADA/MARCUS OLENIUK

quality of their work was excellent and that's what the PGA Tour told us."

The Course and Grounds team, including volunteers, worked from 5 am to 10 pm for seven days straight during the week of the RBC Canadian Open. That doesn't include the week's run-up prior to the Open when the course was closed for member play.

"We didn't know what to expect for the two concerts on Friday and Saturday night. We planned for the worst and in the end we got the best we could have hoped for with very

minor repairs," Trainor says, noting they only had to re-sod the area on 1 East where the 90 x 90 square-foot concert stage stood for about two weeks. About 15,000 spectators took in concerts by Florida Georgia Line and The Glorious Sons over the two nights at the conclusion of play.

"The weather was perfect. We had the four best consecutive days of weather we have had year-to-date. We had rain on the Wednesday during the pro-am and rain on the Monday after the Open, but from Thursday

to Sunday we couldn't have asked for better. If we had had rain on the Friday, it would have been a totally different story. Inside the ropes was mint and outside the ropes it looked pretty good too!"

HGCC is now in recovery mode and that will take the better part of the summer. Trainor notes that late June and early July is a challenging time of year to be sodding and seeding because of the heat. The build out of corporate lodges and suites was staggering – three to five times larger than 2012. It started on April 7 and finished in early June as players started arriving on June 3. In the end, the club is purchasing about 25,000 square feet of bentgrass sod, an acre-plus of bluegrass sod and will seed another five acres for wear and tear outside the ropes with the newest varieties of seeds – very exciting stuff from Trainor's point of view.

Trevino and Nicklaus were Trainor's golfing heroes growing up, but to watch Rory shoot a final round 61 to walk away with the championship was special.

"I like Rory. He is an excellent player. He represents the new game on the PGA Tour. These guys hit it so far that it's a different game than



Rhod Trainor, AGS (left) accepts the CGSA National Tournament Plaque from Dean Baker, CGCS (right) during a special reception in his honour at the tournament.

Rhod Trainor, AGS, and Golf Course Architect, Martin Ebert review changes to the golf course in May prior to the tournament.

when we hosted the Open in 2003 and 2006. They're using our black back tees. Our members rarely use them. They're pristine. But after the Open they are full of divots. These guys are using irons off those tees," Trainor says.

His other observation is that PGA Tour players are getting slower – and slower! The size of the field remains the same. They started morning rounds 30 minutes earlier than in 2012 and finished an hour later. While that might be OK for spectators, it means earlier and longer hours for Course and Grounds team to prepare the course for the following day.

HOW IT ALL STARTED

The kicker to all of this is that Trainor turns 65 on December 6, 2019 and has decided to retire at the end of the year. It's time to let someone else grow grass at HGCC – but he accepted an offer from HGCC to stick around as a consultant for 2020 to guide the Golf Course Improvement Plan. It's a full-time job now and Associate Golf Course Superintendent, Jordan Kitchen has been promoted to Interim Superintendent in charge of daily golf course operations.

During the Canadian Open, Dean Baker, CGCS, Superintendent at Burlington G&CC and the CGSA/Bayer Superintendent of the Year, presented

Trainor with a plaque recognizing his 42 years as a member of the CGSA at a memorable surprise party attended by 100-plus friends and colleagues in the grass growing industry. It was a terrific afternoon of laughter and smiles and greatly appreciated by Trainor who has guided HGCC through thick and thin as the golf course's primary caretaker for the past 30 years in the tireless pursuit of striving for better.

On January 22, 1990 Trainor found himself in St. Thomas Elgin General Hospital when he had planned on being at HGCC. We all have those days, critical or precious moments in time, when we thought we would be doing one thing and we find ourselves dealing with the unexpected.

The Superintendent at St. Thomas Golf and Country Club had just signed a second five-year contract with the club. On this snowy winter's day, Rhod found himself in the hospital as his wife, Sue gave birth to their third child.

"I'll never forget it," Rhod says. "I'm standing in the hospital holding Kurtis and calling the GM at HGCC, John Mickle to see if I could reschedule my job interview at the club. I told him I couldn't make it for my afternoon job interview because of the birth of my son. I said, 'thanks for the

opportunity, but this is where I need to be and if we can't reschedule, I totally understand.' He called me back that evening and suggested 7 am the next day, so I called up our babysitter and asked her to look after Katie and Michael, who were four and two at the time, and I headed to Ancaster."

"It was the first time I had seen the property. I walked around the outside of the clubhouse in two feet deep drifts of snow and tried to get a glimpse of the Harry S. Colt designed layout that I had heard so much about," Rhod says. "While I was very happy to be continuing on at St. Thomas, I owed it to myself to apply and see what happened."

An offer was made and accepted. He walked into his office in the Course and Grounds building for the first time on March 22, 1990 and started what would become a 30-year courtship with one of Canada's preeminent golf courses. At the time, Rhod needed to get the golf course in shape. It had been plagued by opening in spring with five or six temporary greens and losing a handful of greens at the height of summer heat, for several years. Turf from tee to green was "weak at best" and in his mind it was mainly due to the overgrown forest of trees that had matured throughout the property. There was certainly no thought of hosting a Canadian Open at the time.



PHOTO: BRENT LONG



PHOTO: BRENT LONG

Rhod Trainor, AGS, in background, oversees sodding of 1 East fairway where the concert stage was erected during the 2019 RBC Canadian Open.

“The irrigation system they installed in 1987 had many deficiencies. We were having disasters all over the place,” he says of the good ol’ days. “For me, it was the best scenario I could have asked for - there were improvements to be made everywhere. No. 1 on my priority list was the irrigation system. No. 2 was the trees and that has pretty much been the storyline for the past three decades - trying to produce high quality turf.”

Rhod has dealt with 30 different club presidents, four general managers, four Canadian Opens, several golf course master plans, two golf course architects, one devastating ice storm in 2014 and don't get him started on the once all powerful Tree Committee. That said, he has plenty of fond memories working with the hundreds of staff members who have come and gone from Course and Grounds department over the years. Let's not forget Bogey, his Border Collie, who roamed the grounds from 1994 to 2006 and eliminated the goose problem.

KEY CHANGES UNDER RHOD'S TENURE

With retirement on the horizon, Rhod looks back at some of the key decisions that have been made over the past three decades to get the club to where it is today. It's been an incredible journey with lots of ups

and downs, but in the end there's no doubt that the golf course's future is brighter today than it was in March of 1990 when he first stepped onto its fairways.

PUMP HOUSE & IRRIGATION UPGRADES

Three years before Rhod arrived at HGCC the club installed a low-end irrigation system and it proved to be a constant source of frustration with endless breakdowns. In the summer of 1990, he met with two members, the President and the GM at Stelco, and one of the company's engineers in the club's pump house to try and come up with a fix, but there was no easy solution to be found.

“Twenty minutes after we left the building the pump malfunctioned and fired bearings through the wall. It's the closest I have come to dying on the job.” In 1991 a new pump station was installed. It took some more convincing, but in 1995 the club finally installed new main lines and replaced the sprinkler heads and control system. It's still in the ground today, but not for long.

SEEING THROUGH THE FOREST

One might ask where all the trees have gone, but one must also remember that they were few and far between, when architect Harry Colt visited the farmer's fields that would become

HGCC in 1914. By the mid-1990s, Rhod had a mature forest to do battle with, although most members didn't see it that way.

The Tree Committee had been planting way too many trees for years and he wanted to put a stop to it. He tells a story about setting up 12 instamatic cameras on 12 different greens at HGCC and taking a photo once an hour from 6 am to 5 pm. He had the film developed and brought the photographs to the next Tree Committee meeting. He displayed the photos on a banquet table and let the images speak for themselves.

“They were shocked to see that most of the greens didn't receive more than half an hour to an hour of sunlight a day,” he says. Since that meeting in 1996, Rhod and the Course and Grounds department have been taking corrective measures to ensure full sunlight on the greens. It's taken 20-plus years to get the course to where it is today. Thousands of trees have been removed for various reasons, hundreds have been planted and many have been moved to different locations like a game of chess.

“We are just now getting to a good balance between our trees and turf conditions. Our Tree Committee now recognizes that balance and so do many of our members. It has taken a lot of education to reach this point,” Rhod says, noting that fescue and



PHOTO: BRENT LONG



PHOTO: BRENT LONG

About 15,000 spectators took in concerts by Florida Georgia Line and The Glorious Sons over the two nights at the conclusion of play.

Incredible atmosphere for all the spectators to enjoy the action while surrounding the 18th green.

open areas have been developed along the way and they have opened up some spectacular vistas that highlight the rolling property.

BUNKER REBUILD

In 1987, as part of a quick and dirty irrigation system upgrade, the club cleaned up its greenside bunkers. They brought in a new brown sand from Quebec, but they didn't touch the fairway bunkers. It was another quick fix that lasted a decade.

In 1999, with architect Tom Clark on board, the decision was made to renovate all bunkers in a design-style of the day so they would have a similar look and feel for the first time. However, Harry Colt's name or thought process never entered the equation. "The cheap fix" as Rhod calls it, took three months to complete as members played through the white sand replacement project. They too will disappear starting in September.

A NEW PRACTICE RANGE AT HGCC

When it was announced that the 2003 Canadian Open was coming to HGCC, the decision was made to create a temporary range for the PGA Tour professionals. At the rear of the clubhouse a new tee deck was built for the Open that gave the pros

an opportunity to hit their towering drives into the 340'x340' Short Course area.

Once the members got a taste of it, there was no turning back the hands of time. It took a few years to work through the process. The old Short Course was developed into a world-class practice range, while the old netted practice area, that was way too small for today's big hitters, became a six-hole par-3 short course that opened in 2011. The Short Course pays homage to Championship Course designer, Harry S. Colt featuring six replica holes from some of his most famous layouts.

WATER RESERVOIR TO THE RESCUE

In his mind, the wisest move the club undertook while under his tenure was to create a state-of-the-art water system to comply with changing provincial regulations that have limited water taking from streams, creeks and rivers.

It took five years of planning, designing and negotiation with the Ministry of Natural Resources and other agencies to get a 10-year water taking permit in place that lasted from 2009 to 2018. It has just been renewed for another five years.

Prior to 2009, HGCC took all its water from a creek that runs through the property, but it would run low, if not dry in the heat of the summer, so a long-term fix was needed. The club essentially built two reservoirs, one on the East Course between No. 3 Green and hole No. 7 that is used for irrigation and a second five-hectare reservoir that is out of play and out of sight behind 4 West fairway.

The project cost \$4 million and the two reservoirs now hold a total of 30 million gallons of water - more water than the club could ever use in one season.

MOVING FORWARD

Rhod will spend his first year of retirement leading the team that will take HGCC to the next level. New greens, new bunkers, a new irrigation system, but it will be someone else's responsibility to look after them and prepare the course to host the 2023 RBC Canadian Open.

By all accounts it has been an epic 30-year journey. Rhod can't help but smile knowing that he made the right decision while holding Kurtis in his arms back in January 1990. What an opportunity, what a career. It's almost time to move on, maybe the grass is greener on the other side, but his passion for HGCC has never wavered - it likely never will! **GM**

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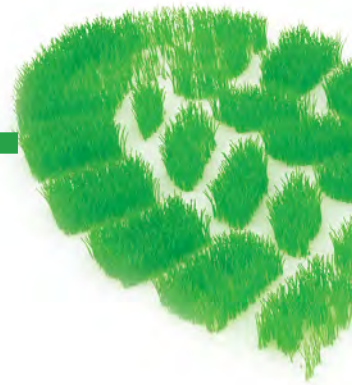
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6 Steps to



As we approach the end of the season, it's a great time for a strong year end push while also preparing for next year. This time of year will also put your leadership skills to the test. The question is, "How can you unite your team and re-energize your valued talent to help everyone do their best work?" Let's explore six ways you can make this your best year end.

1. Update your Strategic Plan: Hit your Team's Reset Button

While it may seem a bit awkward, now is a great time to revisit your strategic plans and/or do a hard reset on any plans that were pushed back for other priorities. Take a close look at the things you've accomplished and your future plans.

Being consistent in your strategy is important, but implementing the same way you've done before may not achieve the results you need. Now is the time to change things up. Ask yourself:

- How can I close gaps and take advantage of what's already exceeding expectations?
- What programs are underperforming that I may need to stop?
- What can I do that's different and will shake up business for the better?
- What can I test now that I may want to roll-out next year?

2. Build Value for Customers Everyday

Success is all about building trusting relationships and delivering great service.

Customers choose business they trust and that make them feel special. Unfortunately, it's easy to overlook your core values, as daily 'busy work' overwhelms your best intentions. Therefore, you should consciously plan to build trusting relationships with your customers.

For example, if 'customer delight' is one of your values, you might set aside time every day to do something unexpected for one or two customers. Do something to help them achieve a personal goal or feel special. Your efforts will quickly improve customer satisfaction and your reputation. In addition, employees will recognize what you mean when you talk to them about how they can create experiences that deliver customer delight.

3. Recognize When Employees do Great Work

Now that you have a plan to deliver great service to customers, go one step further and do something special for your employees. This doesn't mean you have to give them a day off – and please stay away from 'Employee of the Week' campaigns.

Employees are more engaged and more loyal to leaders they trust and to leaders who make them feel special. Some of the most meaningful recognition has no dollar value. Let employees know when you notice them doing something great for a customer and/or expressing the organization values. This is called intrinsic motivation. When you use intrinsic motivation you help employees be proud of their accomplishments and where they work. Your recognition will also improve employee satisfaction, trust and engagement which further motivates them to do great work.

Note: It's important that you make a direct connection between employee behaviour and organizational values. Instead of saying, "Great job," be specific with your praise and reinforce the exact behaviour or action you want repeated.

For example, specific-based praise may sound something like, "You were great helping that customer and making them feel valued even though they missed their appointment." Learning how to give specific-based praise might take a little practice but I assure you it has big impact.



Make This your Best Year End

4. Share the Plan for Accomplishing Business Goals

Everyone wants to be a part of something bigger than themselves. So, officially kick off the final push and provide an opportunity for employees to celebrate while also resetting and refocusing.

Share your business goals for the remainder of the year. Help employees understand what's expected of them and to see themselves as an essential part of an important team versus cogs in a machine. This level of transparency is significant because it gives them an idea of how their contribution adds to the organization's success.

5. Share New Responsibilities

Managing your team isn't only about values, vision and praise. Some employees want to learn new skills and want to apply extra effort. Great leaders do their best to support enthusiastic employees with opportunities to learn.

The end of the season is a great time to have a discussion with employees about their long-term goals. Perhaps they've made some new career plans and you can help by giving them new responsibilities and prepare for next season. This is a great opportunity for you and for people who want a new challenge.

Do this and you may find you have a few wildly re-energized employees for the rest of this season... and next season.

6. Lead by Example

We all look up to our leaders for guidance. Employees will not take your motivational speeches and plans seriously if they don't see commitment from you and your leadership team. If you want employees to smile and warmly greet any customer they pass, then do the same. You will also want to greet every employee you pass.

As the end of the season approaches, it's more important than ever that leaders roll up their sleeves and work side-by-side with their employees. When you create a great workplace, everybody's work will become more purposeful and more strategically aligned. **GM**

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▲ **FEATURE** ▲ **BY DERWIN PARKER, BPE, CRSP, HEALTH & SAFETY MANAGER AND BRITTANY CAMPBELL, B. COMM, B.A, HUMAN RESOURCES/HEALTH & SAFETY COORDINATOR**
THE GLENCOE CLUB AND THE GLENCOE GOLF & COUNTRY CLUB

Buy It, Steal It, or

The end of the golfing season is in sight. Naturally, a superintendent's imagination begins to wander into the off-season projects that await. The list of "should dos" is waiting to be completed, such as the reports, inventories, performance reviews, putting the course to bed, perhaps a small holiday to enjoy someone else's summer, and of course tackling the development of the occupational health & safety management system (OHSMS).

The two most common questions we receive from others in our industry who are at the beginning of their health & safety (H&S) program journey are:

1. Where do you start?
2. Do you buy a program, steal it (aka borrow from the Internet) or create your own?

OHSMS COMPONENTS

Before a tactical reply, we need to address the philosophical. Is this OHSMS applying to the entire operation or is it being implemented solely for turf management? If the turf team is developing their own system of managing H&S in the workplace, it will make the system initially easier to develop, but more difficult to implement when faced with different and conflicting information from across the organization.

If this is a turf only project, it will be critical that senior staff are involved, as an OHSMS is only words on a page without leadership support.

An OHSMS is a comprehensive approach to H&S that involves management and workers, identifies problem areas and potential solutions, and looks at all aspects of an organization's operations from a safety or risk perspective. The most recognized components of an OHSMS are:

- management leadership and organizational commitment;
- hazard assessment;
- hazard control;
- joint work site H&S committee and/or H&S representative;
- qualifications, orientation & training;
- contractor and visitor safety;
- inspections;
- emergency response;
- incident investigation; and system administration.

In order to create an effective OHSMS it is important to have the following: a written H&S policy; procedures for performing specific tasks; written guidelines on performing tasks in the safest, most effective method; and a process to identify potential hazards and to ensure control measures are specified. Successful implementation of the system requires commitment from management, effective allocation of resources, and a high level of employee participation and

engagement. The scope of the system will vary according to the particulars of your facility.

WHERE DO I START?

First, determine the OHS requirements that apply to your facility by performing a Google search of your provincial legislation. Every province has resources articulating the expectations. Second, become competent on how to complete a good quality hazard assessment as your entire program will be based upon it. Industry courses, webinars, online and lecture style courses are all options to provide this learning. Now that you have some ideas of what you need to accomplish, what is next?

Next, you will determine your H&S resources. Do you have specific H&S responsibilities that have been written for managers, supervisors, workers, contractors and visitors? Do you have any H&S checklists? What H&S procedures do you currently have in place? Do you have any hazard assessments? What controls do you currently have in place? Do you currently have a H&S committee and why are they not already involved in this process?

CREATING THE OHSMS

After determining your organization's current H&S resources and risks, you are better equipped to engage in the conversation of buying, stealing or creating your own OHSMS.

al It Occupational Health & Safety Management System

Create It



Buying an OHSMS is easy. Numerous companies will be willing to take your money. This is expensive and the resulting program will be a cut and paste from a widget making company. Be sure that a contractor has experience in recreation; it is important! While the finished product of a purchased plan can be very fancy with a rapid turnaround, the management system may not fit your organization's culture or ways of doing things. This will negatively affect the overall likelihood of success. So, that leaves stealing and creating as options.

Stealing or taking components of existing OHSMS from other clubs, municipalities or the Internet is common and provides a useful snapshot of what is currently being done in our industry. You may feel like a thief, but combining numerous resources and being respectful of copyright makes this process acceptable. Creating your own OHSMS has many benefits, as it will be customized to your facility's needs.

If you built it, you know how the management system is intended to flow and interact with itself. The disadvantage is that it takes time. In conclusion, buying may be flawed, stealing works if you recognize copyright, and creating is effective and takes time.

THE FINISHED PRODUCT

To build a successful OHSMS we suggest that you are likely to buy it, steal it **and** create it. Get a handle on a hazard assessment - these are more than checkboxes on a form. Allocate resources to understand this process. Much of the remaining OHSMS can be developed using various sources. Reach out and talk to industry contacts to see what their facility is doing. After buying and stealing aspects of an OHSMS, customize and create aspects that your OHSMS that are missing. The creating part will give the most meaningful results. **GM**

40 Confe an



In 1979, an equipment distributor in the Pittsburgh area decided to take a group of young superintendents to the GCSAA Conference and Show in Atlanta, Georgia. I can still remember reading about this conference and wondering how I could ever attend with little or no financial support from my employer at that point in time. I remember the salesman calling me and describing how they wanted to take this group to their first conference with no strings attached.

In those days, a transition of sorts was about to begin. Many younger individuals, fresh out of college or turf school, were filling positions of green keepers from the last generation. Many golf professionals were also responsible for the grounds. These individuals had little or no training in agronomy or horticulture but somehow found their way along the rocky road to successfully run their facilities from both positions. As time went by, most of the courses transitioned to hiring well trained individuals to maintain the playing surfaces and grounds.

So, the stage was set for 10 superintendents from the Pittsburgh area to drive to Atlanta for our first conference and show. Our caravan proceeded in three cars and we would share the cost of fuel for the vehicles. The distributor provided most of our meals, credentials and booked rooms in a local hotel. In

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some cases, we had three in a room to help defray the costs. It was well into the early evening when we arrived in Atlanta. For many of us, it was the first time we had visited a city other than Pittsburgh.

I remember waking up the next morning with the childhood excitement of Christmas Day. We were finally going to see the big show. In those days, the opening was a big event with the ribbon cutting ceremony by the president of GCSAA and several dignitaries. We stood in line, prior to the opening, counting down the minutes and seconds like it was the first day of fishing season back in Pennsylvania.

The ribbon was cut and the rush was on. We had no idea where everyone was going, so we just followed the crowd. The stampede ended in an immense equipment display near the center of the cavernous convention

center. It seemed that everyone was there to secure one of the thousands of souvenir hats being handed out by the factory representatives. That was the one keepsake that everyone had to return home with. That wasn't the only thing we returned with. We were fast learners as the days drifted by. We soon learned that there was more to having a successful career than a formal education.

That first conference provided us with a wealth of knowledge. We learned about advances in efficient and labour-saving cultural practices, equipment technology and the most updated chemical and fertilizer product lines. We compiled an amazing list of new contacts and acquaintances to assist our future needs. Many of us made it a point to visit every booth or display. We attended many of the seminars and workshops. We couldn't get enough information and the

Experiences and Counting

The Importance of Being Involved in Your Organization



entire experience changed our lives forever. It's been almost 40 years since my first conference in Atlanta. I have attended every one since then.

After the experience of my first national conference and show, I decided to never sit on the sideline and observe. Continuing education and industry participation was crucial if I wanted to attain a successful career. I immediately joined my local chapter and attended monthly meetings. I had the opportunity to see other facilities and meet superintendents and other important industry representatives. Participation in these events proved to be a very valuable learning experience and every event taught me something new to take back to my facility. Ben Franklin once said, "An investment in knowledge always pays the best interest" and that educational bank account continues to grow to this day.

I was asked to serve on committees at the local and national level over the years and eventually served on the board of directors of GCSAA. Serving on the national board taught me many aspects about business and fiduciary responsibility. I also had the opportunity to visit international events and meet with leaders of these organizations. These experiences sharpened my social, communication and business skills. The experience of participation has definitely contributed to the successful operation of my facilities. Participation has made me a stronger superintendent, a more qualified business partner and industry leader.

I have had the pleasure of being a member of The Canadian Golf Superintendents Association for quite a few years now. I have enjoyed going to Fall Field days and the Conference and Show during these years. I have

also had the pleasure to speak at national and regional events in Canada.

After 42 years as a superintendent, the experience of the Conference and Show, attending regional and local conferences and other events are still occasions to gain knowledge and experience. I also enjoy the comradery and social interaction at these events. I now have friends all over the world that I can depend on when I need professional advice or just a shoulder to lean on.

A friend once said to me, "The point of professional interaction and participation is very clear. You're either at the table or on the menu." Ladies and gentlemen get involved. It's time to sit at the big table and participate in a truly wonderful profession and industry.

I am looking forward to my next visit to Canada! I hope to see all of you participating in these important events. **GM**

▲ **MECHANICS CORNER** ▲ **BILL JANUSZEWSKI, GOLF EQUIPMENT TECHNICIAN,
CAPILANO GOLF & COUNTRY CLUB**

Filtration and Go Hand in

This is the second of a 2-part article to provide relevant technical information about filtration and lubrication as it relates to turf equipment.

(Part 1 was published in GreenMaster, Summer 2019 edition)

LET'S LOOK AT LUBRICATION

A lubricant is a substance, usually organic, introduced to reduce friction between surfaces that contact. Lubricant's properties are: Viscosity (resistance to flow); Thermal Stability; Corrosion Prevention;



Lubrication Hand Part 2

Base Stock (synthetic or conventional); Additive Package; Friction-Modifiers; Anti-wear; Viscosity Index Improvers; Antioxidant and Detergents. The following are lubricant's function:



1. Reduce friction

The use of a lubricant reduces the overall friction that occurs within a component. Reduced friction has the benefit of reducing heat generation and reduced formation of wear particles in addition to improved efficiency.

2. Transfer heat

As oil circulates within a component it transfers the heat generated by friction to other parts of the component.

3. Carry away contaminants and debris

Lubricant circulation systems have the benefit of carrying away internally generated debris and external contaminants that get introduced into the system to a filter where they can be removed.

4. Transmit power

Lubricants known as hydraulic fluid are used as the working fluid in hydrostatic power transmission. Hydraulic fluids comprise a large portion of all lubricants produced in the world. The automatic transmission's torque converter is another important application for power transmission with lubricants.

5. Protect against wear

Lubricants prevent wear by keeping the moving parts apart. Lubricants may also contain anti-wear or extreme pressure additives to boost their performance against wear and fatigue.

6. Prevent corrosion

Many lubricants are formulated with additives that form chemical bonds with surfaces or that exclude moisture, to prevent corrosion and rust. It reduces corrosion between two metallic surfaces and avoids contact between these surfaces to avoid immersed corrosion.

7. Seal for gases

Lubricants will occupy the clearance between moving parts through the capillary force, thus sealing the clearance. This effect can be used to seal pistons and shafts.



HYDRAULIC FLUID NOTES

I can't stress enough the importance of ensuring that the hydraulic fluid that you are using meets the equipment manufacturer's specifications for the specific piece of equipment that you are servicing. Not every ISO grade 46 hydraulic oil is the same.

For example, TORO calls out a very specific hydraulic fluid for a 5700 sprayer (Mobil DTE 10 Excel 46) that is different than what they call out for a 5410 Fairway Mower. Curiously, not even the TORO Premium All Season Hydraulic Fluid will work in the sprayer application.

I'm not a big fan of keeping multiple types of hydraulic fluid. There is too much of a risk of using the wrong fluid in a machine. Working with the technical group from Mobil, I was able to come up with one hydraulic oil that will work fine in 95% of our fleet. Shell and Petro-Canada offer similar technical resources and I'm sure can offer similar products.

Because hydraulics are not involved in the combustion process of the machine (unless the machine catches fire, which is a new discussion) they are not subject to the same contaminants that an engine is. But there are still contaminants nevertheless. Hydraulic oil will last a long time if you can keep it clean and free of contamination. Some of the most

common forms of contamination that I see are:

- water, from rain, or an overly exuberant machine cleaner;
- dirt/sand;
- wear metals, bits of pieces of metal that come off pumps, motors etc;
- diesel fuel, someone not paying attention thinking that the hydraulic tank is really the fuel tank ... where possible, I have padlocked the cap on hydraulic tanks to prevent this;
- Filter media debris, from filters using a low-grade cellulose media (see the note in Part 1 on filtration, regarding you get what you pay for).

I regularly send hydraulic oil samples to a used oil analysis lab so that I can monitor oil condition and contamination before a catastrophic failure occurs. The failure of major hydraulic components can get hugely expensive. If the failure occurs after the filter, fluid contaminated by the failed component circulates through the entire hydraulic system. This can cause progressive damage to the other hydraulic components to the point that economic repair is not possible.

Tractors, by virtue of their design, use a common oil sump for transmission, differential, wet brake, wet clutch, final drive and hydraulic components. Because of this, tractor hydraulic oils

use a complex formulation to optimize the lubrication requirements of each part that comes on contact with the oil while still delivering the attributes required by a hydraulic system.

GREASE NOTES

Grease consists of an oil lubricant that is mixed with a thickener, typically a soap, to form a solid, semi-solid or semi fluid material. Greases, like hydraulic oils, are not all the same. Different lubrication applications, require different greases. Things like temperature, lubrication requirement (bushing vs bearing), toxicity, water resistance, type of gear box (open gear vs chain and sprocket) all affect the type of grease you need.

In a turf setting we have to be extremely careful when greasing machines. You want to put in enough grease to flush out any contaminants from the joint being lubricated, but you don't want to use so much that gobs of grease fall off the machine when it is being used on the golf course. Particularly if that area of the golf course is a green. Ideally you want to grease often, using small amounts of grease.

Unfortunately, there is not one grease that works in every application. If you are using only one grease type you will be compromising somewhere. I use 3 types of greases: one for wheel



(Photos from left to right)

Don't add oil until the oil level showed on the dipstick is at the lower (or add) mark.

A.P.I. Spec for gasoline engines displayed on the back of the oil container.

Bill Januszewski, Golf Equipment Technician.

bearings, one for bucket linkage (with a molybdenum additive) and one for almost everything else.

ENGINE OIL NOTES

Viscosity is a measure of the resistance of a fluid's flow. The thicker (high viscosity) the viscosity of an oil, the slower it will flow. Oil viscosities are called out by the engine manufacturer and generally dictated by the ambient temperature. Colder climates would tend to use lower viscosity oils and hotter climates use higher viscosity oils.

Multi Grade vs Straight Grade, most engine oils available today are "Multi Grades", which simply means that the oil falls into two viscosity grades. For example, in a 5W-30 the 5W means that the oil must have a certain maximum viscosity or flow at low temperature. The lower the "W" number the better the oil's cold temperature performance.

Most engine wear occurs at startup and having a low viscosity oil helps minimize that wear. The 30 in a 5W-30 simply means that the oil must fall within certain viscosity limits at 100°C. This is a fixed limit and all oils that end in 30 must achieve these limits. Once again, the lower the number, the thinner the oil: for example, a 30 oil is thinner than a 40 oil at 100°C.

Synthetic vs Conventional Oil, conventional engine oil is made directly from crude oil. Synthetic oil starts off as conventional crude which is modified by manufacturers using proprietary processes to enhance the properties of the oil. Synthetic oils are more expensive but, in many cases, provide superior lubrication benefits that outweigh the price premium.

Remember to add top up engine oil only when the oil is at the add mark on the dip stick.

The American Petroleum Institute (API), sets classifications for engine (and other components) oil. The most current API specification for gasoline engines is "SN Plus". For automotive engines, the latest API standard includes the performance properties of each earlier category and can be used to service older engines where earlier category oils were recommended.

The most current API specifications for diesel engines are CK4 and FA-4. While the CK4 standard is backwards compatible, FA4 standard is neither interchangeable nor backwards compatible with any of the "C" specifications (CJ4, CI4 etc.). Always check the engine manufacturer's recommendations.

I regularly send engine oil samples (for larger equipment) to a used oil analysis lab so that I can monitor oil condition and contamination as part of my preventive maintenance strategy. Used oil must be stored and disposed of in accordance with your local regulations.

DIFFERENTIAL/FINAL DRIVE OILS NOTES

These oils are usually high viscosity and available in a multi grade version. They contain an extreme pressure additive to provide specific lubrication to meshing gears. Unfortunately, these components tend to get ignored making them a great candidate for the synthetic version of this lubricant type.

*After reading these Mechanics Corner articles, hopefully you have a better appreciation of filters and lubricants and how they keep your fleet healthy. In closing, always make sure that the filtration and lubrication products that you use meet (or preferably exceed) the requirements set forth by the manufacturer. **GM***

The **Evolving** Human Resource Management Landscape in Canada

Great care is given to the landscape at golf courses. Similarly, focus must be given to the employment landscape within organizations so that the workers' experience is well maintained. Due to the ongoing changes within human resource management, organizations need to remain vigilant regarding various requirements.

It's the Law

The legislation governing the employment relationship is in continuous flux. As governments change, often so do obligations (for example) regarding overtime payment, holiday pay, minimum wages, and leaves. It is critical that employment practices remain aligned with applicable employment standards legislation and that records are maintained to support these processes.

Health and safety must also be attended to, including the work of joint occupational health and safety committees as well as something as basic as wardrobe requirements. For example, British Columbia, Alberta and Ontario have all passed legislation preventing employers from requiring employees to wear high heels. As well, legislative provisions to prevent harassment must be in place and enforced. Beyond sexual harassment, this requires attention to the workplace environment to prevent and address bullying. Ongoing audits to ensure complete understanding and compliance with a myriad of applicable legislation are essential.



Attending to the Grass

With the legalization of cannabis in Canada many golf courses have issued statements regarding whether patrons are able to partake of the substance while using the facilities. Similar attention must be given to ensuring that employees understand their rights and obligations in this regard.

Lack of absolute measures to test for impairment while wanting to uphold health and safety provisions may be seen as competing interests. This is further complicated with the

requirement to accommodate workers with medical prescriptions. Responsibility to provide safe storage as well as places for employees to use products, while not damaging the organization's brand and reputation in the marketplace, must be considered. Transparent communication with employees (regarding expectations and processes), working collaboratively to find solutions, and solid legal counsel are well advised when addressing this complex matter.

The Value Proposition

Strategic methods to attract and retain employees must be an ongoing focus. Employers must continuously ask current employees, "Why do you want to work for us?" Other considerations include provisions for ongoing performance feedback and recognition, flexibility in work schedules, and opportunities for personal learning and development.

Fulfilling employees' needs does not have to be overly complicated or expensive. What is required is careful thought to why people choose to work where they do. Within a diverse workforce, strategies must evolve to help promote an inclusive way for people to work together and deliver effective services and products. Developing a meaningful workplace culture provides a way for organizations to ensure a strategic long-game pertaining to relationships with employees. **GM**



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Schedule of Events

Wednesday, October 9, 2019

CGSA / TORO Reception

Thursday, October 10, 2019

CGSA Fall Field Day at Cabot Links
Includes: CGSA Seminar, boxed lunch,
shot gun round of golf, with group
caddie, CGSA / Syngenta awards
dinner and prizes

Friday, October 11, 2019

CGSA Golf at Cabot Cliffs
Includes: Breakfast, tee
time - cross over format
for round of golf

GOLF

During your time at the 2019 CGSA Fall Field Day you'll have the option of golfing two golf gems in the Canadian Golf Landscape! The Fall Field Day will be played on Cabot Links Course, #4 ranked course in Canada and #42 ranked course in the World and Friday's round will be at the Cabot Cliffs Course, #1 ranked in Canada and #9 in the World. This is an event you simply don't want to miss!

The Fall Field Day Registration Package includes; CGSA Seminar, lunch, round of golf, and a group caddie to assist with advice and moral support during your round and dinner.

Friday Golf will be at Cabot Links and will be scheduled tee times in a cross over format. You will have breakfast included along with your round of golf. You choose your other meals and caddie option to suit your needs and budget.

Don't Miss Out • Register Today!

For more details on the Fall Field Day visit

golfsupers.com

Talk Back from our Readers



A bold statement, but true! "Today we provided the best tournament conditions in the history of Uplands Golf Club." Thank you to my grounds team for their hard work and dedication.

Brian Youell, MS, AGS, who has been a long time CGSA member since 1994 and is the Superintendent at Uplands Golf Club. Brian and his team hosted the Mackenzie Tour - PGA TOUR Canada Bayview Place DC Bank Open Presented by Times Colonist at Uplands Golf Club in Victoria, BC from May 3-June 2.



Kathryn Wood, CGSA's COO presents John McLinden, Superintendent at Ladies' Golf Club of Toronto with his National Tournament Plaque for hosting the DCM PGA Women's Championship of Canada.



John McLinden (centre) and Amanda Frennd (far left) and Assistant Superintendents Carol Turner (far right) receive the National Tournament Plaque during the DCM PGA Women's Championship of Canada.

2 Days are Never the Same



*Jonathan Peters, Superintendent at
Glendale Golf & Country Club.*

I've been very fortunate to meet many of the great people whom I have written about in the Back Nine. Each of them has been kind enough to share their great stories with me of how they got into the turf management side of the golf industry.

This next person I'd like to introduce you to has that same passion and drive to make it in this industry. Allow me to introduce you to Jonathan Peters, Superintendent at Glendale Golf & Country Club, located in Winnipeg Manitoba.

In 1998, Jonathan started his turf career without even knowing it, working for one of his dad's cousins and course Superintendent, Wilf Peters at The Links at Quarry Oaks, located just outside of Steinbach, Manitoba. It all started as a summer job for him between high school and university and over the first couple of seasons, he grew to love the work and the hours that went along with it.

"It was while I was living in Japan that I realized how much I missed working on the golf course. So, upon returning home I enrolled in the Greenspace Management program offered at Red River College and graduated in 2012," says Peters.



Another beautiful morning on Hole #4 at the Glendale Golf & Country Club, Winnipeg, MB.

During his last year in the Greenspace program, Jonathan had the opportunity to work at St. Charles Country Club as the Assistant under Accredited Golf Superintendent, Braydon Gilbert. After 7 years of experience at St. Charles, Peters was ready to make the move into a Superintendent position that opened up at Glendale Golf & Country Club this past winter.

When asked who had influenced him the most throughout his career, Jonathan said there were far too many people to list, but that his parents were the biggest overall influence.

Peters has enjoyed every day that he has worked on a golf course thus far, no matter the weather or challenges. "2 days are never the

same and that keeps it interesting," he said. "Being outside early in the morning and enjoying the air, smell, and sounds also contributes to my enjoyment of what I do for a living." He went on to say, "Almost every day there seems to be something you have never seen before that makes you shake your head, but that's what makes our jobs so fun and interesting."

During his time away from the course, Jonathan tries to spend as much time as he can with his wife Yolanda, their two long term foster children, Emanuel and Jacqueline, and his two boxer mastiffs.

The last question I asked Peters was the best advice he has received from a superintendent and he responded, "If you're not killing the grass, you're not trying hard enough!" **GM**



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www.retirementbenefits.ca

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www.rjburnside.com

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www.gm.ca
-  **Kubota Canada Ltd.**
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www.napacanada.com
-  **The Toro Company**
www.toro.com

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- DELUXE Payroll**
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ca.inxpress.com
- Moneris**
www.moneris.com

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www.cbcorporat.ca
- Lowe-Martin Golf**
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