

# **Cooke Municipal Golf Course**

A photograph of a golf course. In the foreground, there is a grassy area. In the background, there are several large, dark green trees. A bright rainbow is visible in the sky, arching over the trees. The overall scene is a lush, green landscape.

**THE HOLISTIC APPROACH  
TO GOLF COURSE MANAGEMENT  
BY DANNY JUTRAS  
HEAD PROFESSIONAL  
MANAGING SUPERINTENDENT**

# THE HOLISTIC APPROACH TO GOLF COURSE MANAGEMENT



A thesis submitted in fulfillment of  
the requirements for  
Master Professional  
Canadian Professional Golfers' Association  
By Danny Jutras

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**DANNY JUTRAS**  
**HEAD PROFESSIONAL MANAGING SUPERINTENDENT**  
**COOKE MUNICIPAL GOLF COURSE**  
**PRINCE ALBERT, SASKATCHEWAN**

The basis of this thesis comes from my experience as an amateur, professional, turf manager, and a food and beverage consultant over the past forty- four (44) years.

In its ninety-two (92) year history, only three Professional – Superintendents have been employed at Cooke Municipal Golf Course. During my twenty – six (26) year tenure as Professional Managing Superintendent, the yearly number of rounds of golf played on our course has increased from twenty – one thousand (21,000) to forty- four thousand (44,000). The operation now entails a 1.2 million dollar budget, which includes preparing and executing all administrative policies and procedures, all capital and design work, all golf course maintenance and the operation of a Pro Shop (Danny’s Golf Shop LTD). I also serve on the board of the Prince Albert Golf and Curling Club, a separate entity located on the golf course property.

Being involved in a hands on basis with all aspects of the golf course operation and observing the various disciplines of other golf operations in their struggle for power, have been the guiding lights in our search for harmony and Holistic Management. This dissertation does not result from bias, but rather from years of experience, experimentation, questions, lecturing, surveys, conferences, panels and serving on boards (Canadian Professional Golfer’s Association of Saskatchewan, Prince Albert Golf and Curling Club and Saskatchewan Turf Grass Association).

The foundation of our holistic process is based in general on developing diversified principles, concepts and knowledge through analytical and creative dialogue. That shared dialogue will then bring forth guidelines that are specifically structured toward an orderly and “Holistic” change.

The linguistic composite of this thesis puts us in touch with the moral and logistical structure of the “whole” needs of a golf operation. This means that success comes to the forefront only by balancing human values and concepts with materialistic objectives.

I would like to submit a thesis “The Holistic Approach To Golf Course Management” to the CPGA for the purpose of acquiring my Master Professional and sharing its dialogue and ideologies with all other members. The thesis is about a strategic business plan, which is based on strong principles, values, beliefs and a code of ethics. It took many years to merge the contents for the disclosure of my thesis. On the other hand, our strategic plan with its infinite objectives has set the foundation for the understanding of Holistic Management, we believe, for generations to come.



**DANNY JUTRAS**  
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PRINCE ALBERT, SASKATCHEWAN**

**BIRTHDATE:** JULY 26, 1944

**MARITAL STATUS** WIFE WENDY, DAUGHTER NICOLE, SON GAVIN

**OBJECTIVE:** TO PRESENT TO THE CPGA A THESIS THAT I FEEL IS VERY RELEVANT TO THE DEVELOPMENT OF GOLF AND THE C.P.G.A.

**EXPERIENCE:** JOINED THE CPGA IN 1967 AND WORKED UNDER GEOFF COOKE FOR TWO YEARS AT HENDERSON LAKE GOLF AND COUNTRY CLUB IN LETHBRIDGE ALBERTA

IN 1969 – 1971 BECAME ASSISTANT TO CLAYTON ROBB AT THE COOKE MUNICIPAL GOLF COURSE IN PRINCE ALBERT, SASKATCHEWAN

1972 – 1974 HEAD PROFESSIONAL AT THE ESTEVAN WOODLAWN GOLF COURSE IN ESTEVAN SASKATCHEWAN

1975 – TO PRESENT I HAVE BEEN THE HEAD PROFESSIONAL MANAGING SUPERINTENDENT AT THE COOKE MUNICIPAL GOLF COURSE IN PRINCE ALBERT SASKATCHEWAN

**RECENT ACHIEVEMENTS**

1993 – PRINCE ALBERT SPORTSMAN OF THE YEAR AWARD



1994 – PRINCE ALBERT TOURISM, FOR CUSTOMER SERVICE AWARD OF EXCELLENCE



1999 – CGSA INTERNATIONAL CONFERENCE AND TRADE SHOW. PRESENTATION MADE IN FRONT OF 1000 DELEGATES, TOPIC: "A HOLISTIC APPROACH TO GOLF COURSE MANAGEMENT."

2000 – CGSA AND GREENMASTER ARTICLE OF THE YEAR AWARD.  
"A HOLISTIC APPROACH TO GOLF COURSE MANAGEMENT"



**PLAYING  
ABILITY**

1957 SGA BANTAM BOYS PROVINCIAL CHAMPION

1958 SGA MIDGET BOYS PROVINCIAL CHAMPION

1959 SGA JUVENILE BOYS PROVINCIAL CHAMPION

1958 AND 1960 WINNING COACH IN THE WESTERN CANADA BLIND GOLFERS TOURNAMENT. I COACHED PHIL LEDERHOUSE

1960 – 1962 PRINCE ALBERT CITY JUNIOR CHAMPION

1961 – 1962 MEMBER OF PROVINCIAL JUNIOR TEAM PLAYED IN SASKATOON AND NEW BRUNSWICK

1966 THE PRINCE ALBERT CITY OPEN CHAMPION

1972 AND 1974 MEMBER OF THE WINNING TEAM IN THE LABATTS PRO AM.

1983 CELEBRITY PRO AM WINNER PRINCE ALBERT

1983 CROWN LIFE PROVINCIAL CHAMPIONS AND PLAYED IN THE CANADIAN AT THE SUMMIT GOLF AND COUNTRY CLUB IN RICHMOND HILL, ONTARIO

1987 LOW PROFESSIONAL AT THE PROVINCIAL PRO AM IN PRINCE ALBERT

**EDUCATION:**

SENIOR MATRICULATION - ST. MARY'S HIGH SCHOOL  
PRINCE ALBERT

ONE-YEAR ARTS UNIVERSITY

APPRENTICESHIP TO CLASS A HEAD PROFESSIONAL

CLASS A EXAM 1970 SUCCESSFUL

MULTIPLE CONFERENCES AND SEMINARS

INTERESTS:

TEACHING AND PLAYING GOLF, MUSIC, CURLING,

AND FOR THE PAST TEN YEARS WORKING ON MY

THESIS

C.P.G.A OF

SASKATCHEWAN: 1974 SERVED AS CLUB CAPTAIN

1975, 1976, 1977, 1978 SERVED AS PRESIDENT

1979, 1980 SERVED AS PUBLICITY CHAIRMAN

STA

SERVED ON THE BOARD OF DIRECTORS OF THE

SASKATCHEWAN TURFGRASS ASSOCIATION FROM

1992-1996



## Professional References

C.P.G.A OF  
Saskatchewan:

*Brad Herridge President*

Derek Gibson:

*Head Professional Mayfair Golf And  
Country Club, Edmonton Alberta*

Clayton Robb:

*Director of instruction, Four Seasons Golf  
Centre, Calgary Alberta*

Peter Semko:

*Owner and Executive Professional of The  
Greenbryre Golf & Country Club Saskatoon  
Saskatchewan*

Peter Lukoni:

*Owner and Head Professional Fairview  
Fairways Golf Course Prince Albert  
Saskatchewan.*

Don Cody:

*Mayor the City of Prince Albert  
Saskatchewan.*

Frank Harris:

*Accountant - City Councilor for the City Of  
Prince Albert.*

Tom Height:

*B. ED M. ED - Heidt Evaluation Services  
Inc.*



## ACKNOWLEDGEMENTS

*I would like to take this opportunity to dedicate my dissertation to my family, Mom and Dad, Nicole and Gavin and my wife and friend for 29 years, Wendy.*

*I also would like to express my sincere appreciation to the staff of the Cooke Municipal Golf Course, its players and stakeholders for their patience while we progressed in to a new dimensional style of Golf Course Management.*

*I would like to acknowledge my friends, John, Ray, Tom, Don, Blair, Frank, Father Cliff, and Val for their continued support and encouragement in helping me fulfill a dream come true.*

*I wish to thank the CPGA for giving me the opportunity to present this thesis to the board and its members.*

## **1. History and Background**

The intrinsic part of this thesis comes from the historical background of Cooke Municipal Golf Course (originally known as the Prince Albert Golf Club), which came into existence in 1910 as a nine-hole golf course.

In its 90-year history there have been only three Head Professional Managing Superintendents. Hubert Cooke was the first. His tenure lasted 41 years from 1924 to the spring of 1965. Clayton Robb followed him from 1965 to 1974 and I, Danny Jutras, assumed the position in 1975 and am currently completing 26 years as the Head Professional Managing Superintendent at Cooke Municipal Golf Course.

In the 41 years Hubert Cooke was here, he established the leadership and pride felt at Cooke today. His dedication, hard work and love for the game and all aspects of the golf operation, set the foundation for the other head professionals that followed. This inherited spirit of pride helped owners, stakeholders, management and staff to address the ongoing multiple philosophical and structural changes and challenges that have been occurring in the golf domain throughout the years.

A second part of this thesis comes from my 29 years experience as a Head Professional and Turf Manager as well as having experience in the food and beverage services. Having had the opportunity to develop my skills and knowledge of the various professions that contribute to the great game of golf, I have a broader perspective and deeper appreciation of the need for continuous change that is an exciting part of this sport.

Because of the growing autonomy of golf professionals, superintendents and club managers, there is the opportunity, responsibility and authority to develop, adopt and implement improved management styles.

## **2. Hypothesis**

Golf associations and golf course operations should implement a Holistic approach to golf course management that can meet the needs of all the interrelated components that make up the game of golf.

## **3. Holistic Management**

Holistic management is an approach to management that incorporates and enhances all (human, environmental, social, cultural, physical, etc.) interconnected facets that relate to golf. This definition of Holistic Management and its application to golf course management will be explained in more detail in later sections of this thesis.

## **4. Overview**

This thesis will outline some of the shortcomings with existing or more traditional management styles, clarify how Holistic Management can address some of these shortcomings and explain the process of implementing Holistic Management.

## **5. Shortcomings of Traditional Management Styles**

As the golf industry grew, golf organizations and associations searched for new management styles. The management styles that developed appeared to be based more on apprehension and the quest for power than on leadership based on principles.

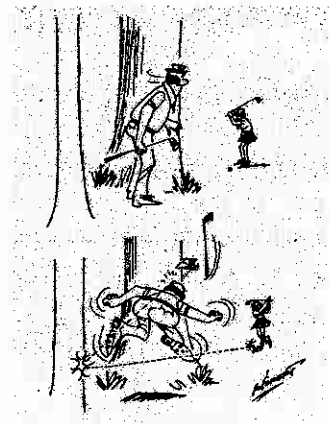
Partly because of this, a paradoxical style of management prevailed throughout the industry leaving behind many fears, and little by way of a clear statement of values and of a shared vision.

Many managers are not aware of the implications and the power associated with their position. The title, "Director of Golf", implies a position of power and influence. Some who are placed in these positions may lack the education, skills and practical experience to sustain a secure and collegial atmosphere. Those who manage only on empty traditions without universal traits will limit the ability of the organization to achieve the objectives needed for success. This will in turn cause a chain reaction of human insecurities, which inevitably will lead to paradoxical management.

### **5.1 The Syndromes**

In order to understand some of the shortcomings of traditional management styles it is important to recognize some of the different syndromes that have clouded the management of golf operations.

**The Despondent Syndrome** is the inability to relate to or communicate with other people because of one's own self-consciousness about one's own capabilities. This syndrome is also exemplified by not wanting to share ideas with other staff and management because of the real or perceived covetous nature that exists in the organization.



Hiding behind insecurities and not sharing ideology and talents because of a lack of

confidence, reduces productivity. It also negates the chance of developing a collective relationship with management, staff and other stakeholders. In this syndrome the “spectre of despondency” may come back to haunt those affected.

In many operations, there is very little internal cohesiveness because of a lack of personal recognition. Individual “id” that may be beneficial to an overall operation should receive some form of acknowledgement. Staff will not likely share ideas with superiors if the superiors monopolize the recognition. Changing the staff attitude of, “I work hard so that I can make my boss look good,” to the attitude of, “I don’t work FOR my boss, but WITH my boss to make the organization work well,” will make the operation more productive, friendlier and a happier place to be.

**The Yabut/Robot Syndrome** is a syndrome that paralyzes restructuring. “Yabut we did that and it didn’t work” and “Yabut we can’t do that” are only a few examples of this syndrome. The word



“but” has strong connotations - it tends to limit thinking and creativity. This syndrome is similar to the physics equation:  $efficiency = output \text{ over } input$ . You only get out of an operation what you put in to it. In most situations, there is not a 100% return because an operation is programmed in a robotic cycle of complacency and of trying to hang on to the way things were. The biggest difference between physics and holistic equations is that you can never achieve 100% efficiency in physics while, with a holistic approach, the whole is greater than the sum of its parts, which means efficiency may be infinite.

Creating a new mental approach to how an operation develops a shared strategic plan that would deviate from our industry's entrapment of a paradoxical management style is a challenge, a challenge that many organizations attempted with little or no success. (5a,b) Positive attitudes can be created by replacing expressions like "Yabut", "How can?", and "What if?" with expressions like "We", "What is our best solution?", "We would like to recommend." As the sayings imply: "You cannot change the direction of the wind, but you can adjust the sails" and "Making a change just for the sake of a change is a step backwards into pandemonium. Making a change for the sake of the whole and its interconnecting parts is a step forward into the next millennium."

**The Me, Myself and I Attitude. Managers, who operate by the old rules and are not looking for change and seek complete control, illustrate The Walk in the Park Syndrome. -** Those who choose to operate in this manner often self-destruct. Unfortunately they may take everyone around down with them. It may become a tragic situation when one individual



"How come I never hear you say  
"Please" and "Thank You"

attempts to control another individual's emotions and character. This is not about anger. This is about the complexity of connecting the hidden compassion of an individual with reality. This complexity comes as a result of the rapid growth and wealth that the game of golf is providing throughout the world. As the golf market becomes more competitive so does the instability amongst the various principles of many golf operations and associations. If change is not accepted in an organized manner and shared with everyone, the very core of an operation may crumble.



Danny FYI - Al SABUDA

# CANADIAN Reporter

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## Canada's organized labour to ally with business



Photo by Chris Wood

**A THING OF THE PAST?:** While the adversarial nature of Canada's labour relations scene is clearly not behind us, evidenced by the recent strike at the Calgary Herald newspaper of some 200 employees (shown above), there are positive signs that unions are seeking business partnerships, suggests the Conference Board of Canada.

union, we were going to have to get involved in the business of the organizations we work in," said David Haggard, national president, Industrial Wood and Allied Workers of Canada.

"And we are trying to do that in various ways. We have offered a market strategy to open up forestry market opportunities. And it's really for selfish reasons. If we don't do this, we will be

downsized."

The IWA, a leading forestry union in Canada, watched its membership decline to 23,000

See Page 18...Unions

## Coming full circle on 360 feedback

BY DAVID BROWN

THREE years ago everyone was talking about 360 degree feedback, but that is no longer the case, says Peter Zarry, director of executive development at York University's Schulich School of Business in Toronto.

At one time we had all kinds of students asking for courses on 360 degree feedback, but today not many are asking for it at all, he added.

The problem is that businesses often found 360 degree feedback had a harmful effect on their organization because so many people were hurt by negative feedback, and when you're dealing with individuals and hurt feelings, organizations are reluctant to revisit the practice, he said.

"I don't think anyone disagrees with the idea of getting feedback," said Zarry. It is widely accepted as a good way to improve teamwork and working relationships, but the honourable

See Page 19...360



# 360 feedback a good tool for coaching

Continued from Page 1

intentions are undermined by bad execution, more times than not, he added.

Randy Garrett, senior consultant with the Strategic Action Group Ltd., an HR development firm in Toronto, agreed that in the past many companies that tried 360 degree feedback were disappointed with the results, but he expects a change in business management styles will lead to a new demand for 360-degree-feedback systems.

Many organizations have embraced coaching as a management style and 360 degree feedback fits perfectly with that trend, he said. To be an effective tool to improve organizational performance, feedback must be given to recipients in such a way so that they aren't hurt, or get defensive about critical assessments. The good communication skills that

make this possible are the same skills being taught to managers to improve their performance as coaches.

"I think the two will become synonymous," he said. "There has been a resurgence in coaching and when that happens they begin looking for a 360-type of tool. So a lot of companies that haven't used 360 in the past are looking for one now."

When companies don't see an improvement to the bottom line, it makes sense they would not want to spend the money — sometimes as much as a quarter of a million dollars for a large organization — to try it again.

In most cases there is not a problem with the process itself, or the information it generates, said Garrett. But the managers generally lacked the skills needed to give the feedback in a constructive manner. In the past, many 360 degree programs didn't work

well because the company didn't train the people who were giving the feedback.

Feedback is usually returned to the organization in a quantifiable form with numbers and charts. But many organizations make the mistake of simply handing it to the employee and sessions with management are scheduled for later. This is extremely harmful because the employee reads the report, focuses immediately on the negatives and assumes a defensive position. By then it is too late and the damage is done.

Better for the manager to sit down with the employees before they see the scorecard and have a general discussion on the evaluation criteria and guide them toward realizing on their own what they need to develop, said Garrett.

Companies have also been concerned about the time it took to undergo a 360-degree evaluation. Many companies are running so fast just to stay competitive that they have found it difficult to find the time to stop and do 360-degree analyses, said Zarry.

While many companies were disenchanted with 360 degree feedback because the process took a lot of time and cost a lot of money, like most processes, 360 degree feedback has gone to the Internet, making the process quicker, much more affordable and more appealing, said Garrett.

Phil Keller, president of Saratoga Institute Canada, a performance measurement firm in Vancouver, cautioned companies considering a 360-degree-feedback program not to expect

immediate results. One of the myths about 360 is that we can implement it and expect great results right off the bat, he said. It takes time to build a comfort level among employees and convince them that honest feedback and evaluation will be constructive. It could take two or even three years to integrate the process into the culture and convince the employees that it is not simply a passing fad, said Keller.

David Cohen, president of Strategic Action Group Ltd., offers some advice on other issues that companies should be aware of when trying out a 360-degree program.

•Don't try to measure too many things. Ideally the form should not contain more than 40 questions but many have more than 100.

•Select at most two behaviours for the recipient to work on and tie them to the business strategic plan.

•Don't link it directly to performance management too quickly. For example, if employees are concerned that negative feedback will effect compensation they will be more reluctant to give honest feedback. However, the recipient must set a time to sit down with the manager to discuss a plan for improvement.

•The feedback receiver should pick who will do the evaluation and who will see the report.

•Anonymity is only possible with at least seven people contributing feedback and must be at least three in any given category.

•Accurate evaluations are only possible if the employee has been in their position for at least 90 days.

## ON THE MOVE

### New CPA president

**PATRICK CULHANE** has been appointed President of the Canadian Payroll Association. Before joining the CPA, Culhane was Director of the Finance/Accounting Strategic Market Group for Carswell Thomson Professional Publishing, and spent 13 years with the Certified Management Accountants of Canada before that.

Canon Canada Inc. has appointed **JOHN NEEDHAM** to the position of Senior Vice-president for HR, general affairs and corporate communications. A certified human resources professional, Needham joined Canon in 1985 and was most recently Vice-president of HR and general affairs and is a member of Canon Canada's board of directors.

JTI-Macdonald Corp. announced **PAUL PITTMAN** has assumed the position of Vice-president of HR, Americas region and will be responsible for total compensation planning and management worldwide. Most recently Pittman was Vice-president of compensation and benefits for JT International.

**TONY BLANCHET** has taken on the position of Divisional Vice-president of HR for Nacan Products Limited. Blanchet joined Nacan in 1986 as an HR manager and was most recently Director of human resources and quality. A graduate of the Labour College of Canada, Blanchet has been involved in more than 1,500 labour negotiations.

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**“When you're green you will grow tall, when you're ripe you rot and fall.”**

**“Greed with power = possessiveness. Equity with Strength = Harmony.”**

If you combine possessiveness with harmony you create cynicism. Cynicism amongst staff, management and stakeholders created by a potpourri of individual greed for material gain and militant puissance, is an attribute commonly found in the walk in the park syndrome.

There are two character types an operation has to be concerned about. The first type is comprised of very hard - hearted individuals. These are shrewd individuals who will go out of their way to undermine any kind of shared vision. The second includes people who basically act before they think. We have seen too many golf professionals who have been needlessly harassed, intimidated and professionally put down by these individuals with their own political agendas.

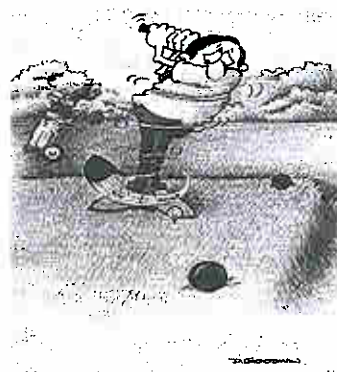
Those who choose to take that “Walk in the park”, could inadvertently destroy the game of golf by deteriorating and undermining the true professionals of the sport. Consideration should be given for the implementation of a strict code of conduct to be regulated by the various golf associations to resolve conduct matters such as these. Professionalism survives on respect and awareness.

**The Phobia Syndrome** results from our own fears. This is the non-achiever syndrome that is controlled by fear, which represses positive initiatives. If fear is used as a driving force and not as a deterrent,



goals will be attainable with a much stronger feeling of achievement. Napoleon Hill said, "Is it not strange that we fear most that which never happens; that we destroy our initiative by the fear of defeat; when in reality, defeat is a most useful tonic and should be accepted as such."

**The Bridle Syndrome** exists when we bridle our efforts because of previous failures and lack of achievement. How often have we restrained ourselves from challenges because we did not do well the first time? Confucius said, "Our greatest glory is not in never falling, but rising every time we fall." Compare our existence with that of a newborn child's efforts to walk. If a newborn child did not rise with every fall, it's not hard to imagine in what manner, we as humans, would be getting around today.



**The Holistic Syndrome** is the graduating syndrome. As with the martial arts, before you obtain a black belt, you must progress through the various levels. This takes time, which is a very important resource in itself. The sooner one is able to



recognize and cope with these different syndromes the sooner one is able to create "Stability with Definition". We must realize that any actions, behaviour and the ultimate consequences thereof, are the results of decisions. The ongoing decisions and choices we make, will affect everyone now and in the future. What governs those decisions is sometimes out of context with reality. Unfortunately, much of the foundation of today's society is based on delusional and political rules that screen the true social dilemma of

the realistic moral and logistical composites of which our society is comprised.

Institutions and management that do take the initiative to open the window to positive change and let in some fresh air, create harmony. With a code of ethics, values and shared vision, **Holistic Power** is possible.

The journey to Holistic Management usually starts as a game of tag and a process of trial and error. It involves fumbling, frustration and excitement that can lead to a collegial understanding amongst management, staff and stakeholders. It is through dialogue that a system will have a better understanding of the essential ingredients needed to guide them to Holistic change in a mutual exchange of trust pride and respect.

## **6. Holistic Management**

Earlier in this thesis, a brief definition of Holistic Management was provided. This section will define it more fully and describe the potential of this management style.

Holistic management is a process that allows people and organizations to make decisions based on deeper values that are economically, socially and environmentally sound. It is a management system that focuses on teamwork, consideration for the well being of all interconnecting parts or functions, and the "whole". It is a system that encourages the development of a healthy and productive environment within the respective golf associations and golf operations and is congruent with those basic values and resources needed for the betterment of the game of golf. Holistic Management recognizes, respects and responds to all aspects of the whole which the organization or business is made up of. It includes human, organizational and

environmental components.

### **6.1 The Holistic Wheel**

The Cooke Municipal Golf Course Holistic Wheel provided us with guidelines for subsuming an awareness of respect and pride. The interconnecting principles gave us the unequivocal balance of "trust". A "balance of power" cannot be substituted for a "balance of trust".

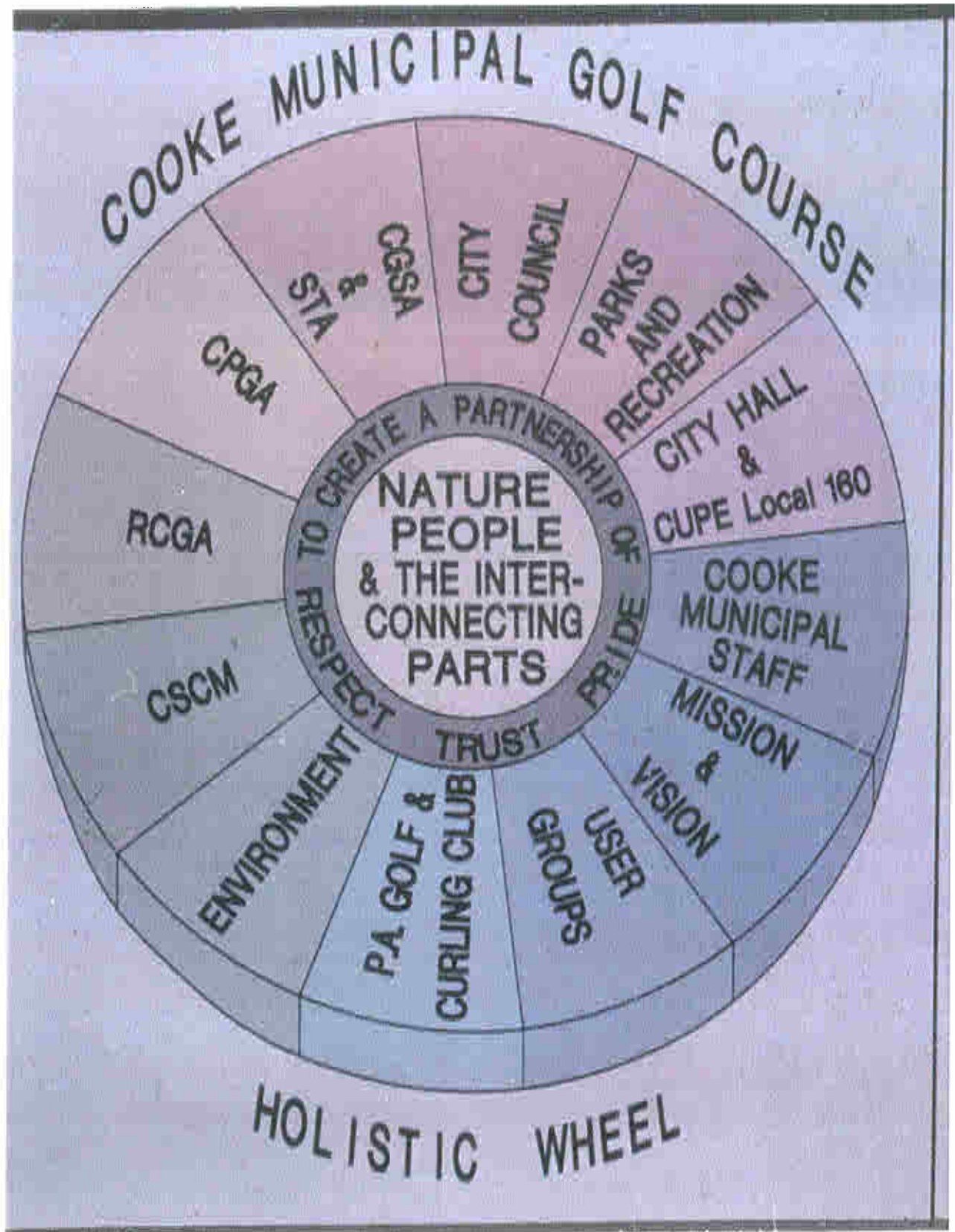
<b>Holistic Wheel (9a)</b>
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We developed our holistic wheel based on the axiom of "form follows function". The form that Cooke Municipal takes is a reflection of its designed function. If these functions or principles work in harmony to create a partnership with the core (nature, people and the interconnecting parts), these values of trust, pride and respect will be the holistic wheel's basic foundation for achievement, stability and sustainability. Positive change can only come through a vision shared by all stakeholders.

### **7. A Process for Positive Change (Changing Negative Perceptions into Positive Reality)**

Accepting change can be a challenge for any organization, particularly when complacency has set in. The slogan, "If you continue to do what you have always done, you will continue to get more of what you have always got", sums up complacency. Nothing succeeds like success and success is attainable through reconciliation and a





shared vision in planning for the future. Negative perception will, over time, become reality.

The impact of a process for change will depend, in large part, on a shared vision and on the quality of the organization's leaders, staff and stakeholders. The most effective initiator of change is someone in a leadership position, and in a golf organization it very well could be the head professional.

### **7.1 Facilitating Change**

As noted above, the person in the best position to bring about positive change is the head professional. This person has an intrinsic leadership role in golf course management and can act as a facilitator. The facilitator must recognize negativity and create positivism. This is done through a two-part process called metamorphic feedback. The first phase deals with negative feedback and facing the challenge of confronting any hostility and distrust that may exist. The second phase accentuates positive and constructive feedback. In this phase the facilitator recognizes that you cannot punish people who are trying to improve. To insure congruency, he or she will delegate responsibility and authority within the various disciplines and expect accountability within the limits of mental and physical capability.

To balance accountability and proficiency the facilitator will prompt positive feedback-by:

- < Appropriate feedback,
- < Encouraging input from all stakeholders,
- < Providing professional training,



- < Providing material incentives, and
- < Ensuring personal achievement.

The leader who wishes to bring about positive change and move towards a holistic management style can impact on the organization. However, a number of changes must be effected to bring about metamorphic development.

## **7.2 Philosophical Change**

In order to bring about positive change in any business or association, it is necessary to effect a change in the philosophy of the organization. Harmony only comes to each individual and the organization by adapting philosophical change with dialogue.

If any system wants structural tranquility then equity, equality and morality cannot be placed and judged on the same playing field as partiality. Partiality comes as a result of poor communication, education, greed, power and the reluctance to develop a shared vision. Finding equality, strength and balance in developing shared ownership comes from the process of manifesting a common understanding and acceptance of:

- < The mission or purpose of the organization,
- < A shared vision of common beliefs and values (philosophy),
- < Guiding principles (how we will do things), and
- < A collegially developed plan for moving the organization toward its vision.

At Cooke Municipal Golf Course, we developed a chart that illustrates the need for all key aspects related to philosophical change. If all the ingredients (a shared vision, a code of ethics, a system of values, positive leadership and creativity of staff,

management and stakeholders) are present, the operation will experience collegial success.

**Managing Philosophical Change Chart (12a)**

If there is no shared vision, then collegial success is not achievable. Without a vision there is confusion. At Cooke Municipal Golf Course, we have developed a written "Vision Statement" which is shared by all stakeholders.

**The vision of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club is to be the most prestigious facility that builds on its history and tradition while continually striving to create new standards through teamwork and leadership.**

Establishing a code of ethics is an operation's lifeline. It should be reviewed at weekly and monthly meetings. Without continual revision and review there is a danger of slipping into a possessive and defensive complacency that can destroy the operation's goals and principles. Without a shared code of ethics, cynicism will destroy any hope of achieving a positive relationship amongst staff, management, patrons and stakeholders. There is nothing more degrading and destructive than to be humiliated or negatively intimidated because of personal differences. Benjamin Franklin said, "The heart of a fool is in his mouth, the mouth of a wise man is in his heart."

Staff and management have jointly developed a "code of ethics" at Cooke Municipal Golf Course.

# COOKE MUNICIPAL GOLF COURSE

## MANAGING PHILOSOPHICAL CHANGE

VISION	CODE OF ETHICS	VALUES	LEADER-SHIP	CREATIVITY	SUCCESS
					COLLEGIAL

	CODE OF ETHICS	VALUES	LEADER-SHIP	CREATIVITY	CONFUSION
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VISION		VALUES	LEADER-SHIP	CREATIVITY	CYNICISM
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VISION	CODE OF ETHICS		LEADER-SHIP	CREATIVITY	SCEPTICISM
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VISION	CODE OF ETHICS	VALUES		CREATIVITY	DISSOLUTION
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VISION	CODE OF ETHICS	VALUES	LEADER-SHIP		COMPLACENCY
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**DANNY JUTRAS**  
**PROFESSIONAL MANAGING SUPERINTENDENT**  
**COOKE MUNICIPAL GOLF COURSE**

If common values are not evident, there will be scepticism. Each and every organization needs values to live by and to be successful. The deeper values of compassion, honesty and humility are synergetic in defining goals toward managing any golf operation under the concept of holism.

Our Strategic Plan includes a statement of our "Beliefs and Values".

There are so many organizations and businesses that have not reached their optimum potential and goals because of a lack of leadership. This may lead to dissolution. Panic in political management takes away individual identity resulting in professionals being victims of hypocritical bureaucracy. There are three basic emotional factors of weak management that lead to total dissolution. They are fear, anxiety, and guilt. Managers need to develop tolerant policies and procedures in order to provide consistent treatment for each staff member or stakeholder.

At Cooke Municipal we feel a leader is someone with specific goals and holistic values who is capable of directing the development of a strategic plan that would provide a balance among:

- < Customer service,
- < A collegial work place,
- < Financial equity, and
- < A balance between people, nature and the environment.

If there is no creativity within an organization, then complacency will set in. "If you snooze you loose." "Success does not come to those who wait...and it does not wait for

anyone to come to it." Success comes with proficiency and dialogue.

At Cooke Municipal Golf Course we encourage creativity among all staff through a process of involvement in planning and ownership of processes.

The efforts that have been made at Cooke Municipal Golf Course have already had positive results. Staffs are happier and more willing to accept a role in improving the operation.

### **7.3 Structural Change**

It is also necessary to implement structural change in order to bring about positive change in any organization. These changes are primarily in the way we do things and reflect a holistic style of operation and management.

At Cooke Municipal Golf Course we developed a "Managing Structural Change Chart". If you have all the elements (a clear statement of mission or purpose, professionalism, incentives, resources and a strategic plan), structural change is possible.

**Managing Structural Change Chart (14a)**

Without a clear written mission statement, which outlines the purpose of the organization, you will be operating in a void. At Cooke Municipal Golf Course we have a written "Mission Statement" that was developed as part of our Strategic Plan with input from and acceptance by all stakeholders.

# COOKE MUNICIPAL GOLF COURSE

## MANAGING STRUCTURAL CHANGE

MISSION	PROFESSIONALISM	RESOURCES	INCENTIVES	STRATEGIC PLAN	POSITIVE CHANGE
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MISSION	PROFESSIONALISM	RESOURCES	INCENTIVES	STRATEGIC PLAN	VOIDNESS
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MISSION	PROFESSIONALISM	RESOURCES	INCENTIVES	STRATEGIC PLAN	ANXIETY
---------	-----------------	-----------	------------	----------------	---------

MISSION	PROFESSIONALISM	RESOURCES	INCENTIVES	STRATEGIC PLAN	FRUSTRATION
---------	-----------------	-----------	------------	----------------	-------------

MISSION	PROFESSIONALISM	RESOURCES	INCENTIVES	STRATEGIC PLAN	GRADUAL CHANGE
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MISSION	PROFESSIONALISM	RESOURCES	INCENTIVES	STRATEGIC PLAN	FALSE STARTS
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**DANNY JUTRAS**  
**HEAD PROFESSIONAL MANAGING SUPERINTENDENT**  
**COOKE MUNICIPAL GOLF COURSE**  
**DOUGLAS S. FLEMMING**

**The mission of Cooke Municipal Golf Course, Danny's Pro Shop and Prince Albert Golf and Curling Club is to operate an exceptional golf course, pro shop and clubhouse which will, in a professional manner, provide accessible and pleasurable service to people of all ages.**

It has been documented that apprehension and anxiety develop because of poor professional skill. Ongoing staff development and training is important. We attempt to meet the training needs of all our staff and management.

Inadequate resources (both human and material) result in frustration. While there is never an over abundance of human, financial and natural resources in any operation, the degree of inadequacy will be reflected in the degree of frustration experienced by the stakeholders. We, in our operation, attempt to direct our available resources towards the priorities we have set as a group.

If there are no incentives, change comes very slowly. Our operation attempts to provide incentives in many forms including:

- < Recognizing accomplishments.
- < Involving all stakeholders in planning and decision-making.

Without a strategic plan, there will be many false starts. It is like trying to construct a golf course without a master plan.

#### **7.4 The Holistic Management Flight**

To better understand "Managing Philosophical and Structural Changes" in a holistic



management style, let us compare it to a " Flight Model" in a match play golf competition.

**Holistic Management Flight (16a)**

When playing in a match play competition in golf, the ultimate goal is to eliminate the competition to win the big prize. The opposite is true in holistic competition. In holistic competition, we are all winners working together as a team to create a strategic plan that will give a sense of achievement, stability and sustainability in order to fulfill our mission and achieve our vision.

The top half of the flight relates to our vision and the ingredients necessary to bring about collegialism.

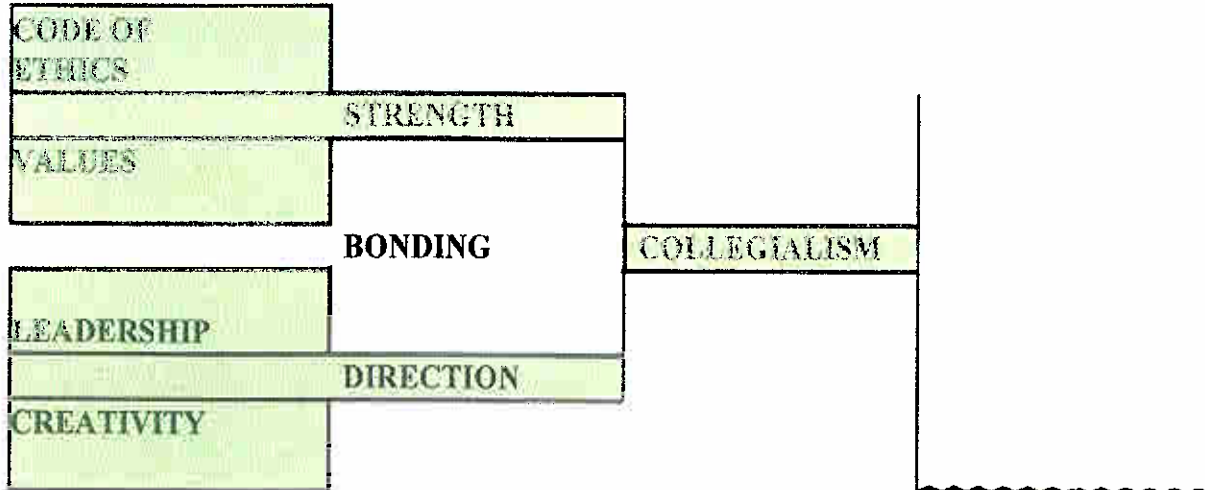
The code of ethics and our values combine to give us strength. If an organization has no code of ethics or values it is like rebuilding a rudderless Titanic. As can be imagined, it would not take long before the ship would strike another iceberg and sink once again.

Leadership and creativity combine to set direction. A good leader will bring out the best in people and in organizations by creating a positive atmosphere through holistic direction.

We all have dreams and goals, and our passion for success dictates how far we go with them. The degree of success is predetermined by the shared direction and bonding of the Holistic Wheel's interconnecting parts. A code of ethics and values will give strength to accept change. Leadership imbues creativity, which gives us our direction. Strength and direction give us the human bonding needed for collegialism.

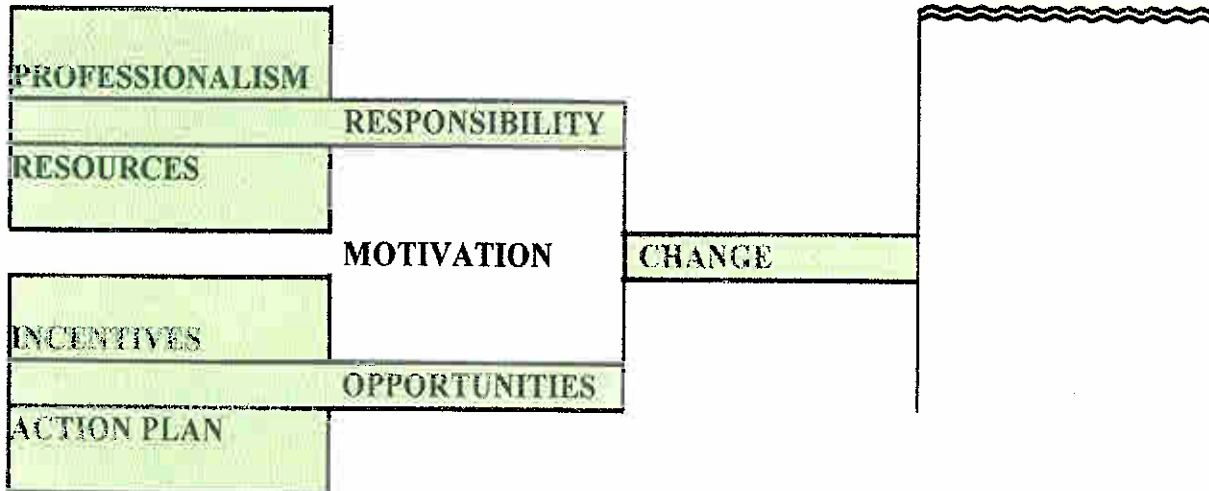
# HOLISTIC MANAGEMENT FLIGHT

## VISION



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**HOLISTIC  
 MANAGEMENT**  
 ~~~~~

## MISSION



**DANNY JUTRAS**  
**PROFESSIONAL MANAGING SUPERINTENDENT**

The other half of the draw relates to the impact of the "Mission" on Holistic Management.

Professionalism and resources engender responsibility. Professionals, with their multitude of skills, can be very strong and influential leaders. They are the ones who can determine an operation's development. They are the ones who guide and manage each organizational level of progress. They are the ones who are able to make their domain a fun and happy place to be by being a facilitator in developing shared goals and skills with their staff and stakeholders. They are the ones who can establish a higher standard of uniqueness and long-term viability by creating proficiency and responsibility from the staff's skills and resources.

Incentives and an action plan provide opportunities. We, at Cooke Municipal Golf Course realized that, by creating a strategic plan we had opened a huge window of opportunity. To develop a strategic plan an organization needs openness at every level of the organization, especially at the top.

Opportunities and motivation will result in positive change.

When the top half of the draw (collegial success) is fused with the bottom half (positive change), the result is Holistic Management.

A strategic plan is the result of a collegial effort to develop a common mission and vision (people working together toward a common goal). Mary Kay Ash said, "The two things people want more than sex and money are recognition and praise." The efforts of the

participants in Cooke Municipal Golf Course strategic planning activities provided both recognition and praise.

## **7.5 The Strategic Plan (Appendix A 26)**

The following section provides a summary of the Strategic Plan, which was developed with the input, and the acceptance of all staff at Cooke Municipal Golf Course, Danny's Pro Shop and Prince Albert Golf and Curling Club. This strategic plan is reviewed annually to bring it in line with changes that have occurred over the past year.

Cooke Municipal Golf Course, Danny's Pro Shop and Prince Albert Golf and Curling Club Strategic Plan includes:

- < A "Mission Statement" (noted above),
- < A set of "Beliefs and Values",
- < A "Vision Statement" (noted above),
- < A list of "Objectives" designed to move the organization towards its vision,
- < A set of "Guiding Principles" which clarify how we will operate,
- < A "SWOT" or examination of the strengths, weaknesses, opportunities and threats related to our operation,
- < A "Scanning" of what other organizations are doing,
- < A listing of the "Issues" faced by our organization,
- < A "Focus" or set of priorities for the upcoming year, and
- < A number of "Action Plans" which are specific strategies designed to achieve the objectives and lead us toward the achievement of our vision.

The concept of holism and the structure of the strategic plan will become a reality when those involved realize that the sustained high level of energy is derived from a set of values. Success will be measured in terms of the achievement of the initial focus for action. This reflects the holistic philosophy in terms of how management approaches those specific goals and values in their relationship with staff and stakeholders.

If a strategic plan and its objectives are based on a set of basic values, criticism will be more constructive and directed toward positive change with an emphasis on teamwork. To build a sound foundation, the basic human essentials of pride, trust, and respect must balance with the various disciplines. This will give all stakeholders (owners, staff and management) the incentive to be responsible and to feel important and needed.

Achievement and stability will depend, in large part, on the organization's ability to implement action plans. Each action plan includes:

- < The objective which is to be met,
- < A strategy that is designed to achieve the objective,
- < An assignment of responsibility for each action,
- < A time frame in which the strategy is to be completed, and
- < A listing of success indicators, which measure the effectiveness of the strategy.

At Cooke Municipal Golf Course the Strategic Planning Committee selected the following objectives as the initial focus for our operation:

- < The development of a policy and procedure manual. Every organization should have manual of this type to improve consistency and efficiency in solving challenges

and for improved decision-making.

- < Communicating our historical traditions to all stakeholders.
- < Developing professionalism.

The more professional an organization is, the better the service. The more respect and trust for each other, the more responsible and accountable everyone will be. In general, tasks will be done better and the golf course will become a happier place.

- < Improving communication.

One way to accomplish this is through staff and management evaluations, newsletters and surveys on "How we are doing". (20a,b)

- < Developing user responsibility.

To develop harmony among all staff, management and stakeholders, those values outlined in the holistic wheel must be interactive.

### **8. Holistic Management - An infinite Strategic Plan**

Renewal, through an annual review of the strategic plan, reduces threats and weaknesses and builds on strengths and opportunities. The whole process of the Holistic Management will engender a sense of common goals and responsibility directed toward common aspirations. Those goals of trust and respect will ingrain a sense of pride and joy.

Holistic Management is a form of "joy and re-creation" - people working together to re-create "positive change."

The journey may be infinite. This has been but just a tiny ripple created in the Red Sea

## HOW ARE WE DOING?????

WE CONSIDER THE FOLLOWING BELIEFTS AND VALUES TO BE ESSENTIAL FOR THE SUCCESSFUL OPERATION OF COOKE MUNICIPAL GOLF COURSE AND DANNY'S GOLF SHOP LTD. HOW DO YOU FEEL WE ARE DOING WITH EACH INGREDIENT FOR SUCCESS?

**USING THE SCALE:**

<b>1 STRONGLY DISAGREE</b> <b>2 DISAGREE</b>	<b>3 AGREE</b> <b>4 STRONGLY AGREE</b>
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RATE EACH OF THE FOLLOWING STATEMENTS BY CIRCLING THE NUMBER WHICH BEST DESCRIBES HOW YOU FEEL.

	1	2	3	4	AVG
A. I FEEL LIKE I AM PART OF A TEAM HERE AT COOKE.	0	0	7	7	3.5
B. I FEEL O.K. TO DISAGREE OR TO BE DIFFERENT.	2	2	6	2	2.7
C. I FEEL THERE IS GOOD COMMUNICATION AMONG STAFF, MANAGEMENT AND GOLFERS.	0	2	9	3	3.1
D. I FEEL THERE IS ADEQUATE TRAINING PROVIDED FOR STAFF.	1	5	7	1	2.6
E. I HAVE PRIDE AND RESPECT FOR FELLOW STAFF AND FOR MY JOB.	0	0	5	9	3.6
F. I BELIEVE OUR STAFF HAS A STRONG WORK ETHIC.	0	0	9	5	3.6
G. I CAN ADAPT TO CHANGE AND DEMAND.	0	0	4	10	3.7
H. I BELIEVE WE ARE SUFFICIENTLY ORGANIZED.	0	2	11	1	2.9
I. I BELIEVE THAT STAFF AND CUSTOMERS ARE TREATED EQUALLY.	0	4	7	3	2.9
J. THERE IS A FEELING OF PROFESSIONALISM AMONGST STAFF AND MANAGEMENT.	0	1	10	3	3.1
K. THERE ARE REWARDS FOR WORK WELL DONE.	2	4	5	1	2.4
L. WE OFFER FRIENDLY, COURTEOUS SERVICE.	0	0	12	2	3.1
M. WE BELIEVE IN HONESTY AND FAIRNESS.	0	0	8	5	3.1
N. WE ACKNOWLEDGE THE HISTORY AND TRADITION OF COOKE AND DANNY'S GOLF SHOP	0	1	7	6	3.4
O. WE OFFER EFFICIENT QUALITY SERVICE.	0	0	12	2	3.1
P. IT IS IMPORTANT TO ADHERE TO OUR CODE OF ETHICS TO MAINTAIN AN ATMOSPHERE OF TRUST, HONESTY AND PRIDE WHEN WORKING WITH MANAGEMENT, FELLOW STAFF AND OUR CUSTOMERS.	0	0	3	11	3.8
Q. ENJOY MY WORK.	0	0	3	11	3.8

**COMMENTS:** \_\_\_\_\_

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## Survey

1. Danny's Golf Shop  
How would you rate the following?

	E	G	A	F	P	Total
Pro Shop Overall	27	62	13	1	0	103
Pro Shop Staff Overall	46	48	5	2	0	104
Pro Shop Service	36	55	10	2	1	104
Selection of Merchandise	8	45	36	10	4	103
Cost of Merchandise	6	36	41	13	3	89
Club Repairs	21	33	7	2	0	64
Warranty Service	26	11	0	0	0	37
Club Cleaning and Storage	9	9	3	0	1	22
Cart Rental Service	22	31	3	1	0	57
Demo Policy	32	31	4	3	0	70
Booking Policy	15	48	9	14	19	105
Billing Practices	11	43	8	1	0	63
Driving Range Service	23	46	16	4	1	91
Marshalls Overall	8	43	31	14	5	101
Total	291	483	164	59	31	982
Percentage	<u>26%</u>	<u>49%</u>	<u>17%</u>	<u>6%</u>	<u>2%</u>	

2. Cooke Municipal Golf Course

	E	G	A	F	P	Total
Golf Course Overall	53	51	3	0	0	107
Greens	50	46	11	0	0	107
Fairways	31	54	19	1	0	105
Roughs	14	49	28	10	4	105
Bunkers	11	41	31	13	11	107
Aesthetics	39	53	11	3	1	105
Total	177	264	86	22	15	564
Percentage	<u>31%</u>	<u>46%</u>	<u>16%</u>	<u>4%</u>	<u>3%</u>	

Total Percentage	489	835	292	94	51	1749
	<u>28%</u>	<u>48%</u>	<u>16%</u>	<u>5%</u>	<u>3%</u>	

of antiquity. Attempting to move from an outdated management system to one that is coexistent with success and excitement is an ongoing challenge.

Cooke Municipal developed the concept of “ Holistic Management”. Since it’s fundamental birth, it has rejuvenated a form of re-creation where people work together to re-create positive change. With that creation there became a new definition of what it has done and will do for us now and in the future.

## **9. Summary**

Holistic Management has created:

- < A “Shared vision” with input from all. Facilitators must be willing to listen to constructive criticism and those ideas that are initiated by staff, the general public, and peers. Without a shared vision there cannot be holistic management.
- < The joy of workmanship. It becomes apparent that all the time and effort invested in applying professional skills to a common goal echoed throughout our operation and community.
- < The joy of fellowship. All staff is part of meetings and gatherings.
- < An equal appreciation of the work environment. Sharing responsibilities and being accountable for actions is common to all.
- < The joy of understanding the kind of needs people want from their work. (21a)
- < The joy of service. The level of service is dependent upon the level of goals, organization and training.

## *What does a worker want from the job?*

Below is a list of ten things that describe the kinds of things people want from their jobs. This list was given to a sample of workers across North America and they were asked to rank the items in order of importance. See if you can figure out how workers in your organization would rank the 10 items.

Rank the items from 1 - 10 by placing a number in the space (*Myself*) to tell what you want from the job.

Rank the items from 1 - 10 by placing a number in the space (*Others*) to tell what you think others in your organization want from the job.

Myself	Others	What people want	Across North America
_____	_____	Good wages	5
_____	_____	Job security	9
_____	_____	Promotion and growth	4
_____	_____	Good working conditions	6
_____	_____	Interesting work	1
_____	_____	Personal loyalty of supervisors to workers	8
_____	_____	Tactful discipline	7
_____	_____	Appreciation of work	2
_____	_____	Understanding and help with personal problems	10
_____	_____	Feeling in on things	3

- < The joy of positive communication among and between staff, management and stakeholders.
- < The joy of universal operational education by integrating staff. Making staff familiar with all aspects of the operation has given them an insight into the holistic nature of our operation.
- < The joy of stability. Trust, pride and respect amongst the disciplines, creates long-term benefits and stability for everyone.
- < The joy of scanning. Identifying other organizations aspects, which might be of interest to our operation. (Appendix B)
- < A balance between people and nature. As we keep infringing on nature's territory we have the responsibility to ensure that we create balance.

Holistic Management encourages creation. Creating within a shared vision is to create a balance in the respective disciplines of golf associations, golf operations, and the natural environment.

#### **10. Conclusion:**

Everyone is a winner in Holistic Management - staff, management, patrons, stakeholders, nature, the environment and in particular our young people. Watching the youth of today develop in a fun and healthy atmosphere to enjoy the game of a lifetime is the greatest reward.

## GLOSSARY

- ❖ **PARADOXICAL MANAGEMENT:** A term used to define the apparent contradictory feelings that exists within the various disciplines of most golf course operations. This summation was the result of many years of experience, being involved and listening to national panels that involved a representative from the RCGA, CGSA, CCMA, CPGA and a Member at large.
- ❖ **THE SYNDROMES:** These Syndromes can only be recognized from the theory of the 6WS. "Only **WHEN** you understand **WHO** you are and **WHAT** you are and **WHERE** you **WANT** to go with your goals based on collegial values will serenity prevail within the proverbial dialogue of fear doubt and the question **WHY**. The only time you can achieve a shared vision is when you better understand your inner psyche.
- ❖ **HOLISTIC POWER:** This is one sense where the word "power" works for the whole and not individualism and its material gain.
- ❖ **HOLISTIC WHEEL:** Cooke Municipal Holistic Wheel was developed from the Golf Architects Axiom "Form Follows Function".
- ❖ **METAMORPHIC FEEDBACK:** A phrase used to better describe and comprehend that positive changes come in methodical and idealistic phases.
- ❖ **PHILOSOPHICAL AND STRUCTURAL CHARTS:** These charts define the ingredients needed to ensure changes takes place in an orderly and holistic manner.
- ❖ **STRATEGIC PLANNING:** Strategic planning is the instrument used in developing a business plan, that has values and beliefs directed toward the conceptual objectives of positive change.
- ❖ **HOLISTIC MANAGEMENT:** Holistic Management is a process that allows people to make decisions based on deeper values that are economically, socially and environmentally sound.
- ❖ **HOLISTIC MANAGEMENT FLIGHT:** This is a Philosophical link used to better understand the interrelationship between business and strategic planning.
- ❖ **FACILITATOR:** This is a leader with a shared vision. This person is able to orchestrate, with harmony a strategic plan that is reconcilable with all management, staff, patrons and stakeholders.
- ❖ **DISCIPLINES:** Disciplines is a universal term for an operation Head Professional, Superintendent, Club Manager and Board Of Directors.
- ❖ **Danny's Golf Shop LTD (Danny's Pro Shop):** Company name owned and operated by Danny Jutras and contracted out to the city of Prince Albert to oversee the entire golf Course operation.
- ❖ **Professional Managing Superintendent:** Professional titles the City of Prince Albert Identifies Danny Jutras and Danny's Golf Shop LTD with.
- ❖ **Prince Albert Golf and Curling Club:** A non-profit organization on the golf course property that has 10 sheets of curling ice, operates the food and beverage, banquet rooms, and locker rentals. I have a permanent position on their board of Directors as a consultant.

## QUOTATIONS

### UNKOWN:

"You cannot change the direction of the wind but you can adjust the sails." (5)

"When you're green you will grow tall, when you're ripe you rot and fall." (6)

"If you continue to do what you have always done, you will continue to get what you always got." (9)

"If you snooze you lose." (13)

"Success does not come to those that wait...and it does not wait for anyone to come to it." (13)

### KNOWN:

Danny Jutras: "Making a change just for the sake of a change is a step backwards into pandemonium – Making a change for the sake of the whole and its interconnecting parts is a step forward into the next millennium." (5)

Danny Jutras: "Greed with power = Possessiveness. Equity with Strength = Harmony." (6)

Napoleon Hill; "Is it not strange that we fear most that which never happens; that we destroy our initiative by the fear of defeat; when in reality, defeat is a most useful tonic and should be accepted as such." (7)

Confucius; "Our greatest glory is not in never falling, but rising every time we do fall." (7)

Benjamin Franklin; "The heart of a fool is in his mouth, the mouth of a wise man is in his Heart." (12)

Mary Kay Ash: "There are two things people want more than money and sex – praise and recognition." (17)



## RESOURCES

- C.P.G.A: *Member in good standing since 1967. Code of Ethics, education programs, and Professionalism.*
- Blair Hoffman: *Parks and Recreation Director City of Prince Albert.*
- CGSA: *International conferences and trade show since 1987.*
- Canadian HR Reporter: *Article Coming Full Circle on 360 Feedback March 13, 2000.*
- Gevertz & Oman: *Worlds Greatest Golf Excuses. Illustrations by D. Goodwin.*
- Glenn Evans: *The Service Excellence Group Inc.*
- Internet: *Holism and Holistic Management*
- John Hurdzan: *Golf Architect and writer of the book "Golf Course Architecture."*
- Lo Linkert: *Golftoons.*
- Patrons  
Stakeholders  
Management  
Staff: } *Cooke Municipal Golf Course*
- Ray Jutras: *B.A. University of Saskatchewan*
- Sherry Ritchie: *City Engineering, Drafting Department, Prince Albert.*
- Tom Heidt: *B. ED. M. ED Heidt Evaluation Services Inc.*
- Cartoon: *Cartoon on page five (5) unknown*

# Appendix A:



**Cooke Municipal Golf Course  
Danny's Pro Shop  
and  
Prince Albert Golf and Curling Club  
Strategic Plan**



Prepared With Cooke Municipal Golf Course, Danny's Pro Shop and Prince Albert Golf and Curling Club  
Tom Heidt  
Heidt Evaluation Services  
April 25, 2000



**COOKE MUNICIPAL GOLF COURSE, DANNY'S PRO SHOP AND  
PRINCE ALBERT GOLF AND CURLING CLUB  
STRATEGIC PLAN**

This strategic plan was revised (second annual review) with the input of the staff and management of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club and with the assistance of a facilitator, Tom Heidt of Heidt Evaluation Services Inc..

**MISSION**

**The mission of Cooke Municipal Golf Course, Danny's Pro Shop and Prince Albert Golf and Curling Club is to operate an exceptional golf course, pro shop and club house which will, in a professional manner, provide accessible and pleasurable service to people of all ages.**

**BELIEFS AND VALUES**

The Strategic Planning Committee believe that the following are essential for the operation of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club:

- Teamwork.
- Collaboration among Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club.
- Acceptance of differing ideas - being able to disagree.
- Communication among staff, management and golfers.
- Continued education and training for staff and management.
- Continuous evaluation and improvement.
- Pride and respect for their job and fellow employees.
- A strong work ethic.
- Adapting to changes in operation and demand.
- Effective organization.
- Equality among employees and customers.
- Professionalism among all staff and management.
- Incentives (rewards/recognition) for work well done.
- Job descriptions and procedures.
- Friendly, courteous and respectful service with a smile.
- Honesty and fairness.
- Acknowledgement of the history and tradition of Cooke Municipal Golf Course and Danny's Pro Shop.
- Efficient quality service.
- An enjoyable place to work.

**VISION**

**The vision of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club is to be the most prestigious facility that builds on its history and tradition while continually striving to create new standards through teamwork and leadership.**

## OBJECTIVES

The objectives of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club are to:

### 1. Develop an efficient and effective organization.

- 1.1 Operate within a holistic philosophy.
  - 1.1.1 Provide training for staff on the concept of a holistic philosophy.
  - 1.1.2 Communicate a holistic philosophy to stakeholders.
- 1.2 Continually update policies and procedures.
- 1.3 Continually update the operating manual.
- 1.4 Develop a long term master plan.
- 1.5 Develop job descriptions that allow staff to perform a number of tasks.
- 1.6 Develop a marketing plan for the golf course, pro shop and clubhouse.
- 1.7 Develop a fiscal plan that will ensure that the operation stays within budget.
- 1.8 Work cooperatively with all stakeholders.
- 1.9 Provide input from Cooke Municipal Golf Course into decision-making related to all aspects of its operation.

### 2. Maintain historical traditions.

- 2.1 Expand the museum.
- 2.2 Communicate historical traditions to all stakeholders.

### 3. Develop an effective staff.

- 3.1 Encourage creativity and innovation.
  - 3.1.1 Invite suggestions/ideas from all stakeholders.
  - 3.1.2 Reward/recognize work well done.
- 3.2 Encourage respect among staff.
  - 3.2.1 Develop and implement a dress code.
  - 3.2.2 Develop and implement a code of ethics.
  - 3.2.3 Share information about each others' jobs.
- 3.3 Build teamwork.
  - 3.3.1 Involve staff in developing plans.
  - 3.3.2 Hold an annual staff meeting to review plans and directions.
    - 3.3.1 Hold regular meetings.
    - 3.3.2 Plan meetings with staff input.
    - 3.3.3 Provide staff with meeting notes and updates.
    - 3.3.4 Increase communication among staff.
    - 3.3.5 Coordinate plans - golf course staff - pro shop staff - club house staff.
    - 3.3.6 Integrate staff.
    - 3.3.8 Develop a relaxed but professional attitude among staff through:
      - Social gatherings.

- 3.4 Develop professionalism.
  - 3.4.1 Provide ongoing training related to job and product knowledge.
  - 3.4.2 Provide orientation sessions among Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club to educate all staff about all aspects of the facilities.
  - 3.4.2 Provide regular evaluations of staff.
  - 3.4.2 Encourage staff commitment.
- 3.5 Provide discounts for staff.

**4. Provide top quality maintenance.**

- 4.1 Review other facilities' maintenance procedures.
- 4.2 Review new technologies.
- 4.3 Develop a long term maintenance plan including:
  - Environmental considerations.
  - Replacement of equipment.
  - Cleanliness.
- 4.4 Improve driving range maintenance.
- 4.5 Encourage player responsibility.
  - 4.4.1 Implement a soft spikes policy.
- 4.6 Develop more aesthetic areas (flowers, wild flowers - in and out of play).
- 4.7 Make improvements as needed (rebuilding tee boxes, improve drainage, etc.).

**5. Provide top quality customer service.**

- 5.1 Offer an affordable line of pro shop products.
- 5.2 Provide affordable golf.
- 5.3 Establish a formula to maintain/improve the pace of play and communicate it to the players.
- 5.4 Explore new services including:
  - Contests and weekly prizes.
  - Fun tournaments.
- 5.5 Implement new capital projects.
- 5.6 Ensure that customers have an enjoyable experience.
- 5.7 Treat all customers with respect.
  - 5.7.1 Improve service at the 7<sup>th</sup> hole concession.
- 5.8 Maintain/enhance the positive reputation of Cooke Municipal Golf Course and Danny's Pro Shop.
  - 5.8.1 Rotate clean carts to the area around the pro shop.
- 5.9 Improve food and beverage cart service on the course.
- 5.10 Provide a Prince Albert Golf and Curling Club cart for additional service on the course.
- 5.11 Increase staffing for special events.

**6. Communicate effectively with all stakeholders (patrons, golf clubs, city, taxpayers, staff, management, etc.).**

6.1 Communicate fiscal information to stakeholders.

6.2 Inform stakeholders about services provided.

- inform visitors about facilities/services.
- communicate information through the newsletter.
- communicate information through the media.
- communicate information through user group meetings.
- communicate information through posters.
- communicate information through the use of information under windshield wipers.
- communicate information through the development of a web site.
- communicate information through the use of flyers in the lounge.

6.3 Inform stakeholders about the Mission, Vision and other long range plans.

6.4 Invite feedback from stakeholders.

6.5 Involve stakeholders in future planning.

6.6 Maintain an open door to all levels (city, golfers, pro shop, maintenance staff, union, etc..)

6.7 Promote the golf course and club house as "public" facilities.

6.8 Communicate effectively between management and staff.

6.9 Communicate among all of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club.

**7. Carry out continuous evaluation.**

7.1 Invite continuous customer feedback through:

- A suggestion box.
- A customer survey.

7.2 Conduct regular evaluations/reviews of specific aspects of the organization.

7.3 Conduct regular evaluations/reviews of the complete organization.

**8. Provide a safe environment.**

8.1 Develop a safety program for staff.

8.2 Develop a safety program for patrons.

8.3 Make appropriate provision for liability.

**9. Establish player expectations.**

9.1 Develop general rules of play.

9.2 Develop a common dress code for clients.



## GUIDING PRINCIPLES

The operation of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club shall be governed by the following principles and shall:

- Adhere to all applicable policies and procedures including those of:
  - SGA.
  - Cooke Municipal Golf Course and Danny's Pro Shop.
  - City of Prince Albert.
  - Province of Saskatchewan (labour, safety, occupational health, etc.).
  - Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club
- Abide by the CUPE agreement.
- Show respect to all stakeholders (self, customers, staff, management, etc.).
- Support and implement the strategic plan.
- Be presentable, approachable, helpful, courteous, adaptable, positive, professional and honest in dealing with stakeholders.
- Treat all customers equally.
- Respect the golf course.
- Provide enjoyable service with a smile.
- Attempt to positively influence all organizations related to Cooke Municipal Golf Course.

## SWOT

The staff and management of Cooke Municipal Golf Course and Danny's Pro Shop have identified the following strengths, weaknesses, opportunities and threats through an internal review.

### Strengths:

- Inclusion of the Prince Albert Golf and Curling Club in the strategic planning process.
- Reputation.
- Full service in food and beverage services as it relates to tournaments and special events.
- Support from City Hall.
- Pro shop reorganization.
- Location and ease of access.
- Well maintained.
- Rich in history and tradition.
- Increasing memberships, season ticket holders, green fees etc..
- Good equipment.
- Affordable.
- Knowledgeable staff.
- Picturesqueness and natural beauty.
- Accommodating.
- Uniqueness - only championship course in the city.
- Volunteers.
- Employee attitude and cooperativeness.
- Recognition (RCGA, SGA).
- A shared vision and a strategic plan.
- Improving teamwork
- Continual improvements to the course.

**Weaknesses:**

- Understaffed.
- Prince Albert Golf and Curling Club staff have a lack of information/familiarity with the operation of the golf course.
- Organization.
- Communication.
- No mechanic.
- Lack of advertising/ marketing plan.
- Lack of capital for administration and maintenance.
- Lack of management and staff coordination.
- Inconsistency of service.
- Budget restraints.
- Short season.
- Climactic conditions.
- Seasonal employment.
- Rules and regulations not followed by cart operators/players.
- Staff turnover.
- Lack of coordination of groups that impact on Cooke Municipal Golf Course.

**Opportunities:**

- Coordination of the activities of Prince Albert Golf and Curling Club with those of Cooke Municipal Golf Course and Danny's Pro Shop.
- new partnership arrangement between the City of Prince Albert and Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club .
- Capital improvements - new holes - removal of old trees.
- Improvements in various holes.
- Raising green fees.
- New services - education.
- Housing development.
- Hosting SGA, CLGA RCGA and CPGA events.
- Youth golf programs.
- Junior Tournament and Cooke Reunion Tournament.
- Starter 4 out of 7 days (weekends).
- Continual improvements.
- Technology.
- Tourism.

## **Threats**

- Privatization.
- Negativity on the part of some of the stakeholders.
- Housing developments.
- Uncontrolled disease.
- Pests.
- Natural disasters (fire).
- Other golf courses.
- Misunderstanding of public regarding finances.
- Chain store competition for Pro Shop.
- Increasing costs.
- Negative rumours.
- Non-golfing taxpayers.
- Outside organizations.
- Concerns are not directed to Cooke Municipal Golf Course (coffee row).
- Additional assessment to members.
- Increasing fees.
- legal liability.
- Booking restrictions may eliminate market for junior (future adult) golfers.
- Media perception.

## **SCANNING**

The following aspects of other organizations were identified which might be of interest to our operation.

- Compare prices.
- Compare services.
- Club drop.
- Soft spikes.
- Outdoor patio service.
- Signage on golf carts - advertising.
- Backshop staff for odd jobs.
- Demo days.
- Policies - compare and update.
- Promotions - advertising and marketing.
- Designated cart paths.
- Name tags.
- Employee benefits.
- Dress code.
- Budget and fee structure.
- Authority.
- Control collection of tickets by changing to "band" system.
- Continuous pro shop sales training.
- Staff room - stock room.
- Management assistant.
- Capital equipment.
- Horticulturist.
- Employee of the month
- Irrigation systems.
- Web site.
- Communication with the 7<sup>th</sup> hole concession staff.

## ISSUES

The following issues which impacted on one or more of the individuals were identified.

- Staffing levels in the pro shop during peak times.
- Equal pay for equal work - pro shop.
- Incentives for good work and consequences for lateness, laziness, etc..
- Individual employee reviews - let the employees know how they are doing.
- Organization!
- Alcohol consumption on the course.
- Soft spikes.
- Golfing privileges should be withheld from people who do not follow marshals' instructions.
- Health and safety - running water year round at the shop.
- Money made by the golf course should be put back into the course not into other city facilities.
- Authority of golf course staff to control rules of etiquette.
- Seventh hole concession money should stay in golf course revenue.
- We must listen to suggestions.
- Political decisions.
- Equipment maintenance staff not adhering to occupational health rules.

## FOCUS

Individual members of the Strategic Planning Committee selected their own priorities for the current year and the members of the Strategic Planning Committee decided that their focus or priorities for Cooke Municipal Golf Course for the 2000 season would be on the following objectives:

- 1.1 Operate within a holistic philosophy.
- 1.8 Work cooperatively with all stakeholders.
- 3.1 Encourage creativity and innovation.
- 3.3.4 Increase communication among staff.
- 4.4 Improve driving range maintenance.
- 5.2 Provide affordable golf.
- 5.8.1 Improve service at the 7<sup>th</sup> hole concession.
- 6.1 Communicate fiscal information to stakeholders.
- 6.6 Maintain an open door to all levels (city, golfers, pro shop, maintenance staff, union, etc..)
- 7.1 Invite continuous customer feedback through:
  - A suggestion box.
  - A customer survey.

Time limitations did not permit the selection of priorities for Danny's Pro Shop or the Prince Albert Golf and Curling Club. These will be determined during the course of follow-up meetings.

## ACTION PLANS

A number of new actions plans were developed (see the following pages) which are designed to lead to the achievement of the objectives and vision of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club. Additional action plans will be developed over time. There are a number of action plans which are similar or which take different approaches and these action plans will need to be discussed and decisions will need to be made before embarking on any one action plan.

## STRATEGIC ACTION PLAN

**Objective:** 1.1.1 Provide training for staff on the concept of a holistic philosophy.

**Strategy:** 1.1.1a Provide a seminar for staff

Tasks	Responsibility	Time-Frame	Resources
1. Prepare presentation	Danny	May 30	time
2. Arrange for facilities	Eileen/Faye	May 30	time and facilities
3. Arrange for lunch	Eileen/Faye	May 30	lunch costs
4. Present the second Green Master article to all staff	Danny	May 30	time
5. Invite feedback	Danny	May 30	time
6. Work feedback into article	Danny	June 15	time
7.			
8.			

**Success Indicators**

- Article signed by all staff
- questions from staff
- comments from staff

## STRATEGIC ACTION PLAN

**Objective:** 1.1.2 Communicate a holistic philosophy to stakeholders.

**Strategy:** 1.1.2a Publish a series of articles about the Holistic Philosophy in the Newsletter.

<b>Tasks</b>	<b>Responsibility</b>	<b>Time-Frame</b>	<b>Resources</b>
1. Prepare a series of articles about the Holistic Philosophy	Danny	in synch with the newsletters	time
2. submit the articles to the newsletter committee	Danny	in synch with the newsletter	time
3. Publish the articles	Newsletter Committee	in each newsletter	time, newsletter costs, etc.
4.			
5.			
6.			
7.			
8.			

**Success Indicators**

- feedback from stakeholders
- questions from stakeholders
- recognition

## STRATEGIC ACTION PLAN

**Objective:** 1.2 Continually update policies and procedures.

**Strategy:** 1.2a Use staff meetings to get input.

Tasks	Responsibility	Time-Frame	Resources
1. Include policies and procedures in staff meeting agenda	Ray	May 10 and ongoing	time and commitment from all staff
2. Invite input at staff meetings	Ray	May 10 and ongoing	time and commitment from all staff
3. Collate and rewrite policies and procedures	Ray	Following each meeting	time
4. Present changes at subsequent meetings	Ray	Each staff meeting	time
5. Rewrite policies and procedures and update manual	Ray with typist	Following each meeting	time
6.			

**Success Indicators**

- Policies and Procedures Manual is continually updated.
- Staff contribute ideas.
- Staff accept changes.



## STRATEGIC ACTION PLAN

**Objective:** 3.3.1 Hold regular meetings.

**Strategy:** 3.3.1a Communicate information about regular staff meetings.

Tasks	Responsibility	Time-Frame	Resources
1. Select dates and times	Greenskeeper	Monthly	time
2. Develop agenda	Greenskeeper	Monthly	time
3. Post dates and times	Greenskeeper	Monthly	time
4.			
5.			
6.			

**Success Indicators**

- All meetings are posted
- Positive feedback from staff
- Attendance at meetings is high
- Staff are aware of all meetings

## STRATEGIC ACTION PLAN

**Objective:** 3.3.4 Increase communication among staff.

**Strategy:** 3.3.4a Hold regular meetings among marshals

Tasks	Responsibility	Time-Frame	Resources
1. Develop an agenda including <ul style="list-style-type: none"> <li>• job functions</li> <li>• issues</li> <li>• techniques</li> <li>• dealing with clients</li> <li>• consistency</li> <li>• follow-up on previous decisions</li> </ul>	Elder	May 1 and ongoing	time
2. Hold regular meetings	Elder, marshals, Danny	May 15 and ongoing	time
3. Prepare minutes, to-do lists		After each meeting	time
4.			
5.			

**Success Indicators**

- Consistency
- Improved service
- Positive feedback from golfers
- Positive feedback from marshals

## STRATEGIC ACTION PLAN

**Objective:** 4.4 Improve driving range maintenance.

**Strategy:** 4.4a Set up a maintenance schedule for the driving range.

Tasks	Responsibility	Time-Frame	Resources
1. Top dress and overseed tee boxes	Peetra	May 1 <sup>st</sup> and the 1 <sup>st</sup> of each month	employee time seed and top dressing
2. Fertilize	Peetra	May 10 and July 10	employee time and fertilizer
3. Water	Bob Gill	Nightly depending on weather	employee time and water
4. Ball picking	Danny	every Sun. night	Danny's helper
5. Remove tee material	Sunday night range worker	every Sun. night	employee time
6. Cut tee boxes	Don	Monday mornings	Employee time
7. Cut the range	Matt	Monday mornings	Employee time
8.			
9.			
10.			

**Success Indicators**

- maintenance carried out
- increased usage of the driving range
- positive comments from golfers

## STRATEGIC ACTION PLAN

<b>Objective:</b> 4.4 Improve driving range maintenance.				
<b>Strategy:</b> 4.4b Rebuild the driving range				
Tasks	Responsibility	Time-Frame	Resources	
1. Develop a design including <ul style="list-style-type: none"> <li>• targets</li> <li>• sand traps</li> </ul>	Danny with input from staff	May 10	time	
2. Obtain bids from contractors	Danny	May 10	time and contacts	
3. Include in budget	Danny/Ray	May 10	time	
4. Shut down driving range	James	May 30	loss of revenue	
5. Start rebuilding work	contractor	June 1	contract cost supervision time	
6. Develop a maintenance plan for the driving range (see action plan 4.4a)	Bob with input from staff	following completion of construction	time and maintenance costs	
7.				
<b>Success Indicators</b> <ul style="list-style-type: none"> <li>• A more professional looking driving range</li> <li>• feedback from users, members</li> <li>• Increased usage</li> <li>• Increased revenue</li> </ul>				

## STRATEGIC ACTION PLAN

**Objective:** 4.7 Make improvements as needed.

**Strategy:** 4.7a Re-level and reshape the 4<sup>th</sup> tee box.

Tasks	Responsibility	Time-Frame	Resources
1. Redesign tee box	Bob with input from staff	May 9	time
2. Set up temporary tee box	Maintenance staff	May 12	time
3. Strip tee box	Maintenance staff	May 12	time, wages
4. Haul in fill/topsoil	Maintenance staff	May 15	time, wages, material
5. Complete re-construction	Maintenance staff	May 18	time, wages, material
6. Seed or sod tee box	Maintenance staff	May 19	time, wages, material
7.			

**Success Indicators**

- Comments from players

## STRATEGIC ACTION PLAN

<b>Objective:</b> 5.2 Provide affordable golf			
<b>Strategy:</b> 5.2a Explore options for providing golf for children of low income families.			
Tasks	Responsibility	Time-Frame	Resources
1. Develop questions for five cities with programs for low income kids			time
2. Contact the five cities and get answers to the questions			time
3. Summarize information and develop options			time
4. Present the options to Cooke personnel			time
5. Select and develop the best option(s)			time
6. Present the best options to <ul style="list-style-type: none"> <li>• the City</li> <li>• Businesses</li> <li>• Organizations</li> <li>• Service Clubs</li> <li>• etc.</li> </ul>			time
7. Develop action plans to implement option(s)			time, other resources as indicated in the action plans
<b>Success Indicators</b>			
<ul style="list-style-type: none"> <li>• Workable option(s) are developed</li> <li>• Cooke personnel support the concept</li> <li>• City, businesses, organizations, service clubs, etc. support the concept.</li> </ul>			

## STRATEGIC ACTION PLAN

**Objective:** 6.9 Communicate between all of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club.

**Strategy:** 6.9a Hold regular management meetings.

Tasks	Responsibility	Time-Frame	Resources
1. Develop an agenda	Eileen/Danny	May 10, 2000 and weekly	time
2. Hold management meeting	Eileen/Danny	may 10, 200 and weekly	time, space, coffee, etc.
3. Provide minutes	Raelene	May 12, 2000 and weekly	time and paper costs
4.			
5.			
6.			
7.			
8.			

**Success Indicators**

- improved workplace atmosphere
- job satisfaction (happier employees)
- better service with improved knowledge
- employee feedback
- customer feedback
- facility runs smoother



## STRATEGIC ACTION PLAN

**Objective:** 6.9 Communicate between all of Cooke Municipal Golf Course, Danny's Pro Shop and the Prince Albert Golf and Curling Club.

**Strategy:** 6.9b Hold general staff meetings.

Tasks	Responsibility	Time-Frame	Resources
1. Develop an agenda	Raelene/Ray	May 15, 2000	time
2. Distribute agenda, ideas, policies, etc.	Eileen/Danny	May 15-17, 2000	time, paper costs, etc.
3. Hold a general meeting	Eileen/Danny	May 20, 2000	time, banquet room, coffee, etc.
4. Distribute minutes, to-do lists, decisions, etc.	Raelene/Ray	May 22, 2000	time, paper costs, etc.
5.			
6.			
7.			

**Success Indicators**

- improved workplace atmosphere
- job satisfaction (happier employees)
- better service with improved knowledge
- employee feedback
- customer feedback
- facility runs smoother

## Appendix B:

### **HOW ARE WE DOING?**

THERE ARE MANY FACTORS THAT WE AT COOKE MUNICIPAL GOLF COURSE HAVE FOUND TO BE NECESSARY, TO IMPLEMENT A "HOLISTIC" APPROACH TO TURF MANAGEMENT AND TO SERVE OUR CLIENTELE TO THE BEST OF OUR ABILITY.

WE HAVE ALSO FOUND THAT INPUT AND FEEDBACK FROM OUR COLLEAGUES AND STAKEHOLDERS IS NECESSARY FOR CONTINUED GROWTH, DEVELOPMENT AND SUCCESS.

WE WOULD VERY MUCH APPRECIATE IT IF YOU WOULD TAKE THE TIME TO FILL OUT AND TURN IN THIS QUESTIONNAIRE. IT WILL SERVE TO CREATE THOUGHT, DISCUSSION AND RESEARCH.

**20 REPLIES WERE RECEIVED**

1. MISSION STATEMENT:

A) DOES YOUR ORGANIZATION HAVE A "MISSION STATEMENT?"

YES 8                      NO 12                      DON'T KNOW

B) IF YES, WHO WAS INVOLVED IN DEVELOPING YOUR "MISSION STATEMENT?"  
(CHECK OFF ALL THOSE INVOLVED).

MANAGEMENT 8

STAFF 2

CONSULTANT 3

OTHER 1

DON'T KNOW 1

C) ON A SCALE

UNIMPORTANT ←————→ IMPORTANT

1                      0                      1                      3                      15

1                      2                      3                      4                      5

CIRCLE THE NUMBER THAT RATES HOW YOU FEEL ABOUT THE IMPORTANCE OF  
HAVING A VISION STATEMENT FOR YOUR ORGANIZATION.

2. VISION

A) DOES YOUR ORGANIZATION HAVE A "VISION STATEMENT"?

YES 7                      NO 12                      DON'T KNOW 1

B) IF YES, WHO WAS INVOLVED IN DEVELOPING YOUR "VISION STATEMENT"?  
(CHECK OFF ALL THOSE INVOLVED)

MANAGEMENT 7

STAFF 2

CONSULTANT 6

OTHER 1

DON'T KNOW 1

C) ON A SCALE:

UNIMPORTANT ←—————→ IMPORTANT

1	0	1	5	13
1	2	3	4	5

CIRCLE THE NUMBER THAT RATES HOW YOU FEEL ABOUT THE IMPORTANCE OF HAVING A VISION STATEMENT FOR YOUR ORGANIZATION.



4. STRATEGIC PLANS

A) DOES YOUR ORGANIZATION DO STRATEGIC PLANNING?

YES 2                      NO 8                      DON'T KNOW 1

B) IF YES, WHO IS INVOLVED IN STRATEGIC PLANNING?  
(CHECK ALL THOSE INVOLVED)

MANAGEMENT 11

STAFF 1

CONSULTANTS 7

OTHER 5

DON'T KNOW 0

C) ON A SCALE

UNIMPORTANT ←—————→ IMPORTANT

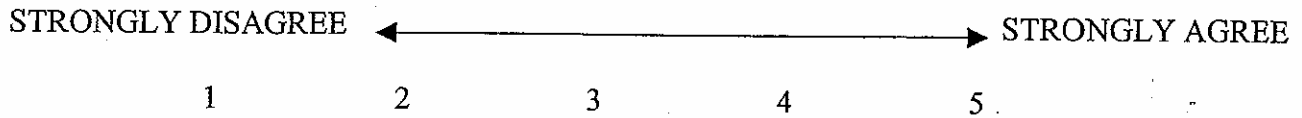
1                      0                      0                      7                      12

1                      2                      3                      4                      5

CIRCLE THE NUMBER THAT RATES HOW YOU FEEL ABOUT THE IMPORTANCE OF  
HAVING A VISION STATEMENT FOR YOUR ORGANIZATION.

5. VALUES (LEADERSHIP, CREATIVITY, PROFESSIONALISM, RESOURCE, INVENTORY)

USING THE SCALE:



WITH RESPECT TO YOUR OWN SITUATION RATE EACH OF THE FOLLOWING STATEMENTS BY CIRCLING THE NUMBER WHICH BEST DESCRIBES HOW YOU FEEL.

A.	I FEEL LIKE I AM PART OF A TEAM	1	0	4	7	8
		1	2	3	4	5
B.	I FEEL OK TO DISAGREE OF BE DIFFERENT	0	0	2	9	9
		1	2	3	4	5
C.	I FEEL THERE IS GOOD COMMUNICATION AMONG STAFF, MANAGEMENT AND CUSTOMERS	1	1	9	8	1
		1	2	3	4	5
D.	I FEEL THERE IS ADEQUATE TRAINING FOR STAFF	2	0	8	7	3
		1	2	3	4	5
E.	I HAVE PRIDE AND RESPECT FOR MY COLLEAGUES, STAFF AND FOR MY JOB OR CAREER	0	0	1	7	12
		1	2	3	4	5
F.	I BELIEVE OUR STAFF HAS A STRONG WORK ETHIC	0	0	3	9	8
		1	2	3	4	5
G.	I CAN ADAPT TO CHANGE AND DEMAND	0	0	0	9	11
		1	2	3	4	5
H.	I BELIEVE WE ARE ORGANIZED	1	2	3	7	6
		1	2	3	4	5



I.	I BELIEVE THAT ALL STAFF AND CUSTOMERS ARE TREATED EQUALLY AND FAIRLY	0 1	1 2	5 3	11 4	3 5
J.	THERE IS A FEELING OF PROFESSIONALISM AMONG STAFF AND MANAGEMENT	1 1	0 2	3 3	10 4	6 5
K.	THERE ARE REWARDS FOR WORK WELL DONE	1 1	1 2	8 3	8 4	2 5
L.	WE OFFER FRIENDLY COURTEOUS SERVICE	0 1	1 2	3 3	8 4	8 5
M.	WE BELIEVE IN HONESTY AND FAIRNESS	0 1	0 2	5 3	8 4	7 5
N.	WE ACKNOWLEDGE HISTORY AND TRADITION	0 1	0 2	7 3	6 4	7 5
O.	WE OFFER EFFICIENT QUALITY SERVICE	0 1	0 2	2 3	10 4	6 5
P.	IT IS IMPORTANT TO ADHERE TO A CODE OF ETHICS AND TO MAINTAIN AN ATMOSPHERE OF TRUST, HONESTY AND PRIDE WHEN WORKING WITH MANAGEMENT, STAFF AND CUSTOMERS.	0 1	0 2	0 3	6 4	13 5
Q.	WE HAVE ADEQUATE FINANCIAL, HUMAN, TIME AND NATURAL RESOURCES	0 1	2 2	10 3	3 4	5 5
R.	I ENJOY MY WORK	0 1	0 2	0 3	5 4	15 5
S.	DO YOU FEEL YOU HAVE SUCCESS AT YOUR WORKPLACE?	1	2	3	4	5
T.	WOULD YOU LIKE THE RESULTS OF THE SURVEY?	1	2	3	4	5
U.	HOW SENSITIVE ARE YOU TO ENVIRONMENT ISSUE?	1	2	3	4	5

6. **FUTURE PLANS**

- |    |   |                  |      |      |      |    |
|----|---|------------------|------|------|------|----|
| A. | DO YOU HAVE STAFF EVALUATIONS?  | 1                | 2    | 3    | 4    | 5  |
| B. | DO YOU HAVE MANAGEMENT EVALUATIONS?   | 1                | 2    | 3    | 4    | 5  |
| C. | DO YOU FEEL THAT THERE SHOULD BE A CODE OF CONDUCT ON ALL GOLF COURSES IN RESPECT TO OWNERS, MANAGERS AND EMPLOYEE RELATIONSHIPS<br>IF YES, WHO SHOULD MONITOR THE CODE OR CONDUCT. |                  |      |      |      |    |
|    | OR  |                  |      |      |      |    |
|    |   | YES              |      |      |      | NO |
|    |   | CGSA             | CPGA | RCGA | CSCM |    |
|    |   | ALL OF THE ABOVE |      |      |      |    |
| D. | WOULD YOU LIKE TO SEE SEMINARS ON GOLF COURSE HOLISTIC MANAGEMENT DEVELOPING STRATEGIC PLANNING?  | YES              |      |      |      | NO |
| E. | DO YOU HAVE STAFF MEETINGS ON COMPANY TIME?   | YES              |      |      |      | NO |
| F. | DOES YOUR ORGANIZATION PROVIDE LUNCH AND/OR BEVERAGE FOR STAFF AND MANAGEMENT MEETING?  | YES              |      |      |      | NO |
| G. | HOW OFTEN IN A SEASON DOES MANAGEMENT AND STAFF MEET?   |                  |      |      |      |    |
| H. | DO YOU HAVE MANAGEMENT AND STAFF SOCIALS?   | YES              |      |      |      | NO |

**COMMENTS:**

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# 1999 - 2000 STAFF

## COOKE MUNICIPAL GOLF COURSE



*Bob Gill* *Al Hancock* *Emily* *Kerry* *Tim*  
*Therese* *Darryl Meyer* *Scott* *Just*  
*Kimberly* *Paul Vagan* *Tommy* *Michael* *Kent* *John*  
*Leanne* *Ray* *John* *Chris*  
*Ray* *John* *Chris* *Kevin* *John* *Chris*

# COOKE MUNICIPAL GOLF COURSE PRINCE ALBERT SASKATCHEWAN



Hubert and Alice  
Cooke  
Head Professional  
Managing  
Superintendent  
1924 - 1965

Clayton Robb  
Head Professional  
Managing  
Superintendent  
1965 - 1974



Danny Jutras  
Head Professional  
Managing  
Superintendent  
1975 -