The British Golf Greenkeeper
THE JOINT COUNCIL

FOR

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Tomorrow's Greenkeepers are needed today.

Training Apprentices on your golf course will ensure that the Greenkeeping skills of the past can help with the upkeep problems of the future.

Hon. Secretary: W. Machin, Addington Court Golf Club, Featherbed Lane, Addington, Croydon, Surrey.
The earlier you let us service your Atco this winter the happier you’ll be.

Every winter the Atco Service Organisation is snowed under with mowers waiting for their annual service.

This rush starts in early December and lasts all the way through to late March. And as each mower receives the personal attention of skilled mechanics each job takes a considerable amount of time. Consequently the queue of mowers waiting for service grows longer and longer. Obviously it’s best if you can get your machine to us before the rush.

That way you get your Atco serviced, oiled and greased for its winter hibernation and back to you quickly. So you’re left with plenty of time to get on with the more important winter jobs without any worries.

The same goes if you want a new machine. Order it before December and you can be sure of a swift delivery.

So contact your local Atco branch early this winter. We’d be happier if you did. And so will you.
Appeal for Seaweed Experience

Has anyone tried seaweed? Frank Ford has sent us a leaflet concerning S.M.3 which claims notable improvement of structure of clay soils and several marginal benefits. Horticultural journals also are mostly carrying advertisements for seaweed derivative products which seem on the face of them to provide the answer to the clay course greenkeeper's prayer. Can we hear from someone who has tried one of these seaweed products?

Warm in Winter

B.E.A. has now made a "Golf in the Sun" film in 16mm colour. It lasts 30 minutes and features nine European golf centres in eight countries from Scandinavia to the Mediterranean. Apply to B.E.A. "Golf in the Sun", West London Air Terminal, Cromwell Road, London, S.W.7.

New Definitions

If you missed "How to give up Golf" by Joe James last year it is still available at £1.50, published by Thomas Yoseloff Ltd. (London), 108 New Bond Street, London, W1Y 0QX. Some of the definitions will give you an idea of the general drift of this entertaining book.

"Green" Smooth, closely mowed area where you four putt.
"Putter" Flat-faced unreliable club.
"Water Hazard" Large number of golf balls covered with water to prevent recovery by anybody but the Pro shop."

Send for free illustrated Brochure
Here are some time-tested ways for the superintendent to get maximum performance from the men he supervises 

by JOHN B. PETERSEN

In preparing this article, John B. Petersen consulted a number of golf course superintendents to learn of their experiences with maintenance crews. This material supplements the general information on good management with which Mr. Petersen has become familiar as vice-president, United States Temporary Help Services, Manpower, Inc., the international temporary help and business service firm.

Keeping a golf course in top-notch condition is a responsibility of such magnitude that a golf course superintendent cannot fulfill it without the help of a willing and conscientious crew. And it takes skillful leadership and wise delegation of responsibilities on the part of the superintendent to get maximum results from his men.

A golf course crew is usually made up of men and boys with varying levels of education, skills, experience and capabilities. How does one shape up such a crew to make each member an efficient, producing part of a team that must put the course in the excellent condition expected by club members?

Ego-Involvement

Inspiring the will to work comes first. Any task becomes more important when a person wants to do it and feels he is accomplishing something. This concept of management is called ego-involvement.

The successful superintendent must know how to get his people to work willingly and efficiently. While each will have his own methods of motivating employees, all superintendents will have a common goal: to get quality work on the golf course accomplished with as little personal involvement in the actual work as possible.

The Key: Delegation of Duties

Because some superintendents have come up through the ranks as assistants or workers on the course, often there is a tendency for them to do jobs the workers should be doing. Though it may sometimes be necessary for the superintendent to help out when there is a lot to be done in a short time or there is a shortage of workers, he should certainly limit his activity.

Delegation of responsibilities is the key to successful management. How the delegating is done is most important. The superintendent needs to “know the man” with whom he is working. Information about his personal background, family interests and goals is helpful. What does he do well or poorly, based on his past performances?

Matching a man with a job might require some experimentation to find out what he does best and what he most likes to do. Perhaps he has some gardening background and takes pride in producing well-manicured shrubs and attractive flower beds. This person is certainly a good bet for landscaping chores. If he is a man who likes to tinker with motors, he may be best suited to operate a tractor. Ex-farmers are “naturals” for seeding, planting, fertilizing and any other important tasks involving turf and plant management.

Stimulate Golf Interest

Some superintendents feel that interest in golf is desirable in a crew member, helping him to appreciate why greens have to be cut so precisely, sand traps raked smooth and the cup placed correctly. For those employees who wish to play the game, the superintendent should give them every opportunity to do so after hours or on days off. Some superintendents have found staff golf tournaments, discussed later, to be great morale boosters.

When a job assignment is made, the extent of explanation depends on the worker’s previous experience. Close supervision, including demonstrations, may be needed in getting some workers
started. But the superintendent should never do the job himself.

An explanation of why the job is being done and why it is important is also in order. It is wise to check periodically to see that all work is being done correctly.

Superintendents have more to gain than lose by creating a friendly work atmosphere. Why bark out orders that create hostility in a worker when instructions can be given patiently and intelligently?

Praise and Criticism

Telling a worker when he's doing a good job accomplishes two things. First, it gives the individual a feeling that his efforts are not going to waste and that he has made an important contribution. Secondly, almost everyone wants to know that his superior knows he is progressing on the job. It is not necessary, of course, for the superintendent to hand out compliments for every routine job. On new jobs, however, where there can be a degree of uncertainty, a pat on the back can be just the tonic needed to increase the worker's confidence and better his performance.

By the same token, pointing out mistakes is also necessary, and how this is handled can affect future relations with the employee. Whether the feedback to the employee is praise or criticism, both serve to indicate to the worker what he should or should not do differently. In this sense, credit and blame are motivational guideposts of equal importance.

If a mistake on the job or just generally poor performance has to be called to the attention of the worker, it should be done privately. Reprimanding an employee in the presence of his co-workers is bad practice and a needless embarrassment to everyone.

Using the Right Approach

There are numerous ways to let a worker know he is not doing his fair share of work or performing up to standards. He should be told exactly where he has erred. One approach is to tell him that he is hurting the crew's effectiveness as well as his own. Many different approaches can be used, depending usually on the age of the worker. Whereas a half-joking tone might be effective with a younger, a matter-of-fact, single mention may suffice for an older, more experienced worker who "just goofed".

If the superintendent finds himself reprimanding the same individual on repeated occasions the communications breakdown may be at the heart of the matter. This may not always be the case but it is worth examining.

Rallying the Team

Managing a crew does not simply involve deciding what has to be done and then telling workers how and when to do it. The superintendent must retain control but still allow his workers to come up with their own solutions to problems. By sharing his problems with his workers the superintendent shows that he respects their opinions, and thereby he builds a sturdy bridge between himself and them.

Keeping his crew happy should be of paramount importance to the superintendent. He may find that interest in the work starts to wane somewhat around midseason. In building up morale, there are any number of things that can be done to rally the team for the final months ahead. Some superintendents have gotten great results by arranging golf tournaments between the workers of two neighbouring golf clubs. A picnic could serve a similar purpose.

Anything that a superintendent can do to show his men that all the members of his team are important and appreciated will help to build up the total co-operation essential to a smooth-running maintenance program.

Migrant Workers

In geographical areas where golf is a seasonal activity, golf courses necessarily hire some members of the maintenance crew on a seasonal basis. Many superintendents have worked successfully with migrant workers from Mexico, Puerto Rico and Texas. On the whole, these workers have been found to take great pride in their work and to have an affinity to working with nature.
The difference in language has posed no real barrier. Although it is helpful for the superintendent to know a few words of Spanish, an interpreter can usually be found among the workers who speak English well enough to relay messages between them.

Supervise Progress

In working with migrant workers, one superintendent trains the younger ones in the presence of their more experienced elders. The youngsters can be assigned minor tasks such as raking traps, cleaning, painting, sodding or mowing. An older migrant worker can be assigned to watch his juniors and report on their progress.

In the hiring of migrant workers, superintendents have found that the older and more experienced ones are better employees. This is especially true of family men, who have turned out to be steady, conscientious workers. Migrant workers can be used as mechanics, mower or tractor operators, for seeding and fertilizing, and for landscaping. They work readily alongside local workers and get along with them surprisingly well without even speaking the same language.

Retirees and the Handicapped

Some superintendents hire retired or handicapped persons for either part-time or full-time work. Retired city employees who were formerly with park and forest districts, or were farmers, nurserymen or did some other work outdoors usually are very suitable for golf course maintenance work.

Jobs such as landscaping, trimming, flower growing, mowing and watering are especially well handled by retirees and the handicapped. Because of their need to feel useful, these workers usually strive to be conscientious and reliable employees. Off-duty policemen, firemen and post office employees have also proven to be reliable part-time workers.

The Young Employee

Many superintendents like to hire young workers — high school or college students — for their team because of the challenge they offer. Young people, however, require a special kind of handling. While they need to be respected as individuals, they also need someone around to respect.

Tedious and heavy jobs such as mowing the rough or raking sand traps are not good assignments for the young. Repairing machines or mowing the plush greens are jobs that most youngsters appreciate. Unused to working eight-hour shifts day after day, a young worker often tends to lose interest in his work around midafternoon, if not earlier. Some youngsters rebel against both early morning and late evening working hours.

Some superintendents have found that an older college boy makes a good supervisor for younger workers, as the former becomes a "hero" in the eyes of his juniors and serves as a model for them to follow. If there is already one young worker on the team and another is needed, the first could be asked to recommend a friend. It has also paid off to hire boys who like to play golf.

Communicating on the Course

With a wide acreage of grounds to maintain and a crew usually spread all over the landscape, the superintendent cannot physically supervise all his workers all the time. It therefore becomes necessary for the superintendent to delegate authority to one man in each working group. There is usually one man on the crew who has sufficient experience to supervise at the same time he is working alongside his fellow crewmen. If the staff includes a man who was formerly an assistant or foreman, he can be put in charge.

If the crew is large — 10 to 25 men — and a number of jobs have to be accomplished during the day, the superintendent will want to maintain control of every situation. A two-way radio or "walkie talkie" communication setup will keep him in touch with his crew. When a radio communication system is in place, the center of communication of trucks or equipment should be equipped with receiving and sending units to justify the expenditure for the system. The center of communication
is usually located in the superintendent's office, his course vehicle or wherever contact can most likely be made with him. A few golf courses are reported to be using closed-circuit television for communication purposes, but the cost of such installations is still relatively high.

Working with an Assistant

In selecting and training an assistant the superintendent should consider first his own peace of mind, then the happiness of his crew and the total efficiency of the maintenance operation.

As the morale of the crew is of utmost importance, the man who is being trained to be an assistant — whether he is a young trainee just out of college or an experienced "right-hand man" — should work alongside the other crew members and learn by doing. With the right attitude toward his work and his fellow workers, the assistant should soon become "one of the boys" even though it may take some of the old-timers longer to accept him.

In training an assistant, the superintendent should explain his own job thoroughly and stress its importance. It is important to break the young man in gradually, allowing him to prove his capabilities before additional responsibilities are entrusted to him. The young man should, however, be given every opportunity to show what he can do. It is important for the superintendent to display the utmost faith in his protegé.

If the new assistant is given authority over any members of the crew, they should be fully informed about this in advance. There should never be any need for them to doublecheck with the superintendent before doing work the assistant has assigned to them.

In the event that the old-timers give the new assistant a hard time, it is essential for the supervisor to back up the man to whom he has given authority. It should be made clear to the crew that the assistant is the man in charge in the absence of the superintendent. The assistant, in turn, should be clearly informed as to what is expected of him. He should fully understand that he will be held accountable for any job he supervises. In the event that someone under the assistant's supervision should not follow orders, any discipline meted out should come from the superintendent and not the assistant.

Periodic reviews of the assistant's performance is recommended and the assistant should, in turn, be apprised of his progress or lack of progress. Close scrutiny of the assistant's work is a must, for here is the man who will be left in charge when the superintendent is away. Whatever he does, therefore, will be a direct reflection on the superintendent. The assistant can, moreover, be of tremendous help to his superior by taking some of the burdens off his shoulders. This allows the boss to concentrate on other areas that need his attention.

Training an assistant well will pay handsome dividends to the superintendent. It will not only relieve him of a lot of work and worry, but it will very possibly improve his standing with his club and his profession.

With grateful acknowledgement to the "Golf Superintendent".

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We stock a comprehensive range of domestic and professional machinery
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Dear Sir,

With regard to the letter from Mr C. Moore in the October issue.
The problems to which Mr Moore refers, e.g. softness of greens, black slime, excessive fusarium, etc., are not peculiar to golf courses where automatic watering systems have been installed. These conditions arise on any turf where irrigation and other treatments are abused or neglected.

If the application of water, fertilisers, germicides and the use of aeration and scarification are left to the discretion of a trained, intelligent greenkeeper who has the knowledge and also the courage to carry out the treatments he knows are for the benefit of the sward, and ultimately for the good of the players who use it, and not for the whims of a golfing fraternity who expect to pitch a ball on to a green and stop it at all times of the year, who never expect when playing to have to putt over dressings, who view aeration and scarification as just another hazard thought up by a sadistic greenkeeper, usually on ladies’ days.

No. Mr Editor, I don’t think automatic watering SHOULD bring more problems, but undoubtedly will, mostly through ignorance.

I believe most greenkeepers would welcome such an installation but not at the expense of a comprehensive collection of equipment to carry out the more day-to-day tasks of greenkeeping.

I remain,

Yours faithfully,

ADRAN ROBERTSHAW.

1 Green Cottage,
Hendon Golf Club,
off Sanders Lane,
28th October 1971.

Dear Sir,

I was surprised to read Mr C. A. Moore’s letter in the October journal regarding the problems of pop-up sprinklers. But when he asked if anyone had cracked the problems of soft greens, thatch, black slime and fusarium, he seems to be expressing the opinion that these problems come about only when a pop-up system has been installed.

The amount of water applied to each green can be determined by the length of time the section watering that green is set for, and the water coming out of the pop-up is exactly the same as would wet the soil by hand-watering.

Certainly there are occasional drawbacks such as bursts etc., which is only to be expected with so much piping and such a complex system, but with a little experience the burst pipes can easily be repaired by greenstaff. As a matter of interest, Pipercraft, of Shepperton, are making a course of instruction available this winter in ordinary maintenance and simple servicing work.

I presume from Mr Moore’s letter that he is not a user of pop-ups. I can assure him that it is very nice going to bed at night safe in the knowledge that one’s greens are being watered for one, and that they are receiving the correct amount of water.

Yours truly,

DAVID JONES.
The British Golf Greenkeepers' Association

wishes members, golf clubs, and golfers

every happiness at Christmas

and throughout the New Year

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Complementary to the above are the existing items, such as Polythene Tee Balls in red, white and yellow; Bogey-type Hole Cup in nylon (one-piece moulding); and the Fibreglass Flagstaffs, as listed in our current Golf Catalogue.

WRITE TO US FOR PRICE LIST AND LATEST CATALOGUE

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The Institute's autumn courses of instruction were held during the weeks commencing 11th, 18th and 25th October respectively and were, as usual, filled to capacity.

Such is the demand for places on the courses that already they are fully booked for the two to be held in April 1972, and a waiting list has been opened for cancellations.

Course of Instruction — 11th - 15th October 1971


Acknowledgements

We regret the omission of acknowledgement to "Turfcraft" in the article "Are You a Good Greenkeeper?" which appeared in the December issue of the Journal.
Course of Instruction — 25th - 29th October 1971


Under Age

A golfer traditionally receives a salute for “shooting his age”. Such feats are something out of the ordinary . . . but not for Bill Diddel of Naples, Florida. At age 87, Bill has accomplished the feat more than 850 times. At age 80, he did it 77 times. At age 81, 119 times. At age 86, 91 times. And since his 87th birthday on June 7th, he has recorded nearly 60 rounds of 87 or better.

In a recent invitational event at Sycamore Springs near Indianapolis, Bill shot a 77 and won the “closest to the pin” trophy. Other memorable achievements include a 69 at Pinehurst at the age of 79, and a 71 at the age of 81. In addition, he scored a 73 at the age of 84 and a 74 at the age of 85.
TRADE NEWS

BIG NEWS IN SMALL TRACTORS

John Allen & Sons (Oxford) Cowley, Ltd, launched at the Institute of Groundsmanship Exhibition this year, two additions to the Allen Motostandard range of tractors.

The 1050 and 1050D, 14 hp petrol and Diesel engine tractors available with a full range of attachments and a choice of Agricultural and Grassland tyres.

Big, new, tough machines from the proven stable of Allen Motostandard. A top speed of 9.3 m.p.h., full 12v electrics, differential lock are standard features on these machines, designed for really tough jobs all the year round.

Adjustable front and rear tracks are common to both models that will no doubt be a most popular addition to the Allen range.

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SITUATIONS VACANT

HEAD GREENKEEPER. Applications stating present appointment, experience and salary to be sent to the Honorary Secretary, Nefyn and District Golf Club, Morfa Nefyn, Pwllheli, Caernarvonshire.

REQUIRED BY LANCASTER GOLF CLUB Head Greenkeeper to start 1st April 1972. Salary by arrangement depending on experience and qualification. Apply to the Secretary, Lancaster Golf and Country Club, Ashton Hall, Nr. Lancaster, stating qualifications, experience and salary required.

HEAD GREENKEEPER required for 9-hole course. Free modern flat in clubhouse. Salary subject to negotiation. Preference given to married man whose wife would be willing to assist in clubhouse. Apply stating age and experience to The Hon. Secretary, North Warwickshire Golf Club, Hampton Lane, Meriden, Warwickshire.

Dunham Forest Golf Club
HEAD GREENKEEPER

Head Greenkeeper required for the above Golf Club. Must be experienced and used to handling staff. High salary by negotiation. Reply in confidence with full details to Mrs Perry, Secretary, Dunham Forest Golf Club, Oldfield Lane, Altrincham, Cheshire. Phone No. 061-928 2605.

HEAD GREENKEEPER required. Salary by negotiation. Details of past experience, in confidence to The Secretary, Eaton (Norwich) Golf Club, Newmarket Road, Norwich, NOR 29D.
News

from the Sections

GREETINGS

From the President
Best wishes to all members of the B.G.G.A. in 1972. I hope this will be a happy and successful year for you all.
Carl Bretherton.

From the Chairman
To all members of the British Golf Greenkeepers' Association I send best wishes for a happy Christmas and a prosperous and healthy New Year.
J. Carrick.

From the Hon. Secretary
To every member of the Association I would like to extend my very best wishes for a happy Christmas and a bright and prosperous New Year.
C. H. Dix.

WELSH

By J. Rees

Chairman: M. Geddes, 23 Fenton Place, Porthcawl, Glamorgan.
Hon. Secretary: Neath Golf Club, Cadweton, Neath, Glamorgan.

Greetings
The Welsh Section extends its best wishes for a Happy and Prosperous New Year to our President, Vice-Presidents, to all members of our Association, not forgetting the numerous golf clubs and various trades which support us throughout the year. Best of luck to you all.

MIDLAND

By R. Goodwin

Chairman: G. Hart (Gay Hill)
Hon. Secretary: 4 Burton Old Road, Streethay, Lichfield, Staffs.

New Members
I would like to welcome the following new members to the Midland Section: K. Griffiths, head greenkeeper to the Atherstone Golf Club; L. J. Bennett, assistant greenkeeper at Rugby Golf Club; S. J. Edwards and T. H. Neuenhaus of Handsworth Golf Club.

Seasonal Greetings
I would like to extend all best wishes to our president, vice-presidents, trade members and greenkeepers for a very happy Christmas and New Year.

EAST MIDLAND

By S. Fretter

Chairman: J. Carrick
Hon. Secretary: 4 Queens Drive, Leicester Forest East, Leicester.

Annual Dinner/Dance
Our Annual Dinner/Dance was held at The Empire Hotel, Leicester, on Saturday, 16th October 1971. It was a good attendance and enjoyed by everyone present.

Knockout Competition
Our Knockout Competition was won by Mr R. Willars and the runner-up was Mr O'Hara. The presentation of prizes was at our Annual Dinner/Dance and were presented to the winner and runner-up by Mrs R. Bailey.

Outing
An outing to Messrs Ransome, Sims & Jefferies Ltd. was held on Wednesday, 3rd November 1971, and was attended by 37. We were taken round the works on a tour which was thoroughly enjoyed by everyone. Our thanks to the sales manager, Mr J. Wilson, and his staff, including the personnel manager Mr P. Gitsham, Mr D Leg, Mr F. Hambrook, Mr Pope and Mr Flegg. Our thanks also to Mr K. Buckledee and Mr R. Bailey for the arranging of this outing.

Lecture
There will be a lecture given by Fisons next March. The date will be given in the next journal.

Letter from our Retiring President
I would like to express my sincere thanks to S. Fretter, secretary, Mr J. Carrick, chairman, and our treasurer, Mr A. Thornton, all members of the committee and all members of this section for the presentation made to me as your retiring president and I wish Roy Bailey all the very best. I would like to
wish all members of the B.G.G.A. who have been so kind to me in various ways much health and happiness in the years ahead. I should also like to include all firms with whom I had such happy times.

Some of you take little interest in the B.G.G.A., you do not realise what you are missing. If all members in all sections will give support to every activity that is arranged throughout the year by your committee, I believe it would not be long before most golfers knew what the second “G” in B.G.G.A. stands for and progress would follow.

All the best for the new year.

Yours,

John Cook.

New Members

I would like on behalf of the above section of greenkeepers to welcome to this section the following new members: K. P. Atherton, 31 Willow Avenue, Kirkby in Ashfield, Nottinghamshire; P. Grice, 41 Park Street, Kirkby in Ashfield, Nottinghamshire; and C. W. Morley, 1 Water Furlong, Tinwell Road, Stamford, Lincolnshire.

Greetings from France

In a letter from Jack Stobbs he wishes to be remembered to all his friends in the Southern Section and hopes to see some of them in the New Year.

By F. W. Ford

Hon. Secretary:

C. A. MOORE 68 Salcombe Gardens
(Stanmore) Mill Hill, N.W.7
Tel: 01-995 2847

November Lecture

The visit of Bill Finch to the Ship Tavern brought a good crowd of 45 members. Unfortunately Bill’s vocal chords were still suffering from the effects of a sore throat and several members complained that they were unable to hear at the back of the room. However, next month we intend to try a new seating arrangement and if this fails we shall purchase a microphone for the quiet-voiced speakers.

As usual Bill blinded the gathering with seaweed science but I am sure everyone enjoyed the question time which followed. It is amazing what one learns in question time in the Southern Section. I never knew, for instance, that seed could be grown on crude oil! I would like to thank Bill Finch for compiling a very good leaflet entitled “S.M.3 for Sports Turf” which I am submitting for possible publication in the journal.

Our chairman thanked the speaker for coming along and invited him to draw out the two winning tickets of our monthly Benevolent Fund Draw. The two prizes of £1 each were won by J. Thornton and R. Tempest. Both of these gentlemen handed back the prize money to go into the fund and, coupled with a further gift of £1 from our chairman, the total for the evening amounted to £7.25. Derek Gould, organiser of the draw, informed me that next month half-bottles of the hard stuff will be the prizes.

February Lecture

This will take place on Wednesday, 2nd February 1972, at the Ship Tavern and will be a lecture and film show by Flymo Ltd. Further details in next month’s journal.

New Members

A warm welcome to the following new members who we hope will be able to attend our meetings in the near future: B. J. Allenby (Letchworth), D. J. Bushaway (Royal Wimbledon) and D. F. Golding (Camberley Heath).

By H. M. Walsh

Hon. Secretary:

J. GILLET, Horrobin Cottage, Old Links Golf Club, Montserrat, Bolton, Lancs.

Lectures

Our sincere thanks to Mr McFarlane of S.A.I. for the very interesting talk he gave on fertilisers, their composition and uses, and for the way in which he put it over so that our younger members were very interested in what he had to say.

The next talk will be given by Mr A. R. Woolhouse, B.Sc., of the ST.R.L, who will talk on fungal diseases. The venue, Brunswick Hotel, Piccadilly, Manchester; date, 6th December; time, 7.30 p.m.

The January talk will be given by G. Smythe of May & Baker, venue as above, date 10th January, time 7.30 p.m.

The February talk will be by Mr P. Wyatt of Pattissons Limited, venue and time as above, date 7th February.

Subscriptions

Our treasurer, Mr Janovski, informs me that there are still a number of subscriptions overdue from members, so will those members concerned please do the necessary and help to keep the books O.K.

Best Wishes

On behalf of all members I would like to wish Mr J. Bridges of the Malone Golf Club, Co. Antrim, N. Ireland, a very speedy recovery from his very serious illness. Get well, Jim, and all the best from the section.

New Members

We welcome to the section the following new members and hope their association with us will be long and happy: R. A. Klein, North Manchester Golf Club, and M. E. Taylor, Childwall Golf Club.
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TO MANUFACTURERS.—In order that our information may be kept constantly up to date, manufacturers or suppliers are requested to forward their latest trade lists, catalogues, and any other confidential information regarding their products. By so doing the Bureau will be able to function to the mutual benefit of all concerned.

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