



The new clubhouse of Maketawah C. C. at Cincinnati, one of the finest of the new clubhouses completed this year.

Locker-room Service Shows Class of Management

"I can tell you the kind of management in any golf club by spending five minutes in its locker-room." That remark was made to one of GOLFDOM'S staff by one of the country's most successful managers, a comparatively young man who was born into the business, his father being one of the veterans of the club and hotel field.

The more you ponder on the statement the sounder it listens. When you get close-up the locker-room is the social center of the club and to have it run on any other than a thoroughly thoughtful and satisfactory basis is a sorry blot on the entire club operation. In the locker-room occurs the most violent rush-hour of club business. The members always are in a hurry for service, always duly anxious to have their guests impressed with their own importance and the character of the club, and, unfortunately, always inclined to take perfection of the service as a matter of course. With the locker-room beverage business usually the most profitable part of house operation, and with a proper locker-rental figure the locker-room assumes an importance in the club's financial picture that, in itself, should warrant close supervision on the manager's part.

With only a nominal set salary, the locker-room chief's income from valet fees and tips (notwithstanding the universal non-tipping rule) is sufficient to get a good man to head the locker-room staff. A listless, negligent locker-room staff, es-

pecially if its men are not good at remembering the names of members, will do the manager, or the club, no good.

Previously inference has been made to the spiritual phase of locker-room operation. When the lid is clamped on tightly, as it is at Hillcrest, Los Angeles, there is required the most exacting standards of locker-room operation inasmuch as the locker-room lacks what some are pleased to term a compensating factor.

Must Know Each Member

Manager K. L. Loeb of Hillcrest is of the opinion that a star head locker-room man is an absolute essential. Of his man and the locker-room work Mr. Loeb tells GOLFDOM:

We have at the Hillcrest C. C. approximately 220 regular players. Our locker-room attendant has been with us ever since the club opened, and has familiarized himself with the members to the extent that he knows each member by name and addresses each by name, which I believe is an extremely important factor.

At the present time, we are operating with one locker-room man daily, and an assistant on Saturdays and Sundays. The attendant's routine is as follows:

When he arrives in the morning he opens each locker, and places therein three or more bath-towels, depending on how many towels the particular member is accustomed to using after his shower;

soap, and all the things necessary to make the member feel comfortable as possible after his game. The attendant is also instructed to place in each locker paper slippers for each member, in order to avoid the possibility of contracting a foot infection, which is a fairly easy thing to do in a place where a large number of men congregate.

We personally take care of all the laundry, and whenever a member leaves, the attendant is instructed to take the undergarments, wool hose, sweaters and golf suits and keep them at all times in a presentably clean condition, and that, of course, includes polishing and cleaning shoes.

Another item I believe to be of the utmost importance is that we do not allow any alcoholic liquor whatsoever to be served or used in the locker-room.

Loeb insists on each detail of the locker-room being immaculate. With this department of the club subjected to such hard use the head locker-room man must carefully guard against any untidiness in the locker-room and bath department and immediately report any need for repairs.

Especially do the rugs in locker-rooms require attention. An altogether satisfactory locker-room rug is still to be invented, according to most managers. Spiked shoes ruin the rugs quickly, and involve a more serious danger to the player because of the frequency with which members slip when walking with these shoes on hard surfaces.

Bath Department Equipment

A significant detail in locker-room operation is the character of toilet articles in the bath section, points out Hal Rolfe, manager of Wheatley Hills G. C., East Williston, L. I. Mr. Rolfe has his head locker-room man keep the bath department supplied with shaving supplies of the best grade, superior grades of talcum powder, toilet water, hair tonic, first aid material and other items indicating that women have no monopoly on vanity. Scales, sponge rubber bath mats and shower mats instead of the insanitary wooden duck-boards, paper slippers, name woven bath and face towels and bath stools are equipment details of the Wheatley Hills establishment.

Mr. Rolfe has a masseur on duty Saturdays, Sundays and holidays in one of the sleeping rooms off the second floor for the convenience of the members. This

is getting to be a rather usual element of service at the better clubs and one that seems due to grow among metropolitan district institutions. In Chicago this season, one firm installed masseurs, health lights, girth control equipment, etc., in some of the clubs on a profit-sharing basis. Like all experiments in the earlier stages this was not an unqualified success, the installers not making the money they expected due to the investment required, but the club members took to the service and where room is available it is expected that this sort of a service will grow in popularity and profit.

The Wheatley Hills locker-room has two floors with an open well in the center. The regular membership is limited to 250, with about 75 per cent active, and although there are only 251 lockers, Rolfe always has enough lockers to care for guests. A head locker-room man and one assistant care for this part of the plant except on Saturdays, Sundays and holidays during the busy season. The head locker man cares for the lockers, members' laundry, shoes and general service, with the assistant doing general cleaning, scrubbing of floors, toilets, wash-rooms, etc. The second assistant, when on duty, assists both men. The above detailed duties are performed in the morning, leaving the men free to attend to the members' personal needs the rest of the day.

Women's Locker-Rooms Important

In the last few years there has been a decided improvement in the women's locker-room and bath facilities at golf clubs. Practically all of the newer clubs have adequate and beautiful private facilities for their women players.

In the operation of this department at the better clubs there is employed an array of toilet articles of extent and character that would do credit to many of the top grade beauty shops. Many managers complain that they have difficulty in getting the right sort of a woman to place in this work, for the women players are not lavish with tips and are exceedingly exacting. When the facilities are small and many women have to share lockers it takes a maid of ability, even disposition and hustle to care for the rush requirements.

The women's department makes fastidious cleanliness and attractive appointments necessities and the manager who does this on the limited money usually available has mastered a tough job.