Dear.............

Answering your request of the 20th, I'm enclosing the memorandum outlining the complete range of golf professional duties. Of course, all duties listed cannot be handled by one man. That would be impossible.

However, my talks with pros and club officials over a good many years have brought out the enclosed list of duties as rather thoroughly covering all phases of the pro job everywhere. It won't hurt either you or your pro to discuss the list and have a mutually clear understanding of the job. I think such an understanding will clear up an unsatisfactory situation.

Now it occurs to me that very rarely have I had any requests from club officials asking about the duties of a club toward its professional. That's rather surprising in view of the sportsmanship of which clubs boast in their selection of members, and in view of the sharp definition of the rights of labor being given these days.

I have seen some quite competent and conscientious professionals get exceedingly raw deals from clubs they have served well. So this business of insisting that the pro discharge his duties, in simple justice should require that the club also do the right thing by the pro.

In the first place, the club guarantee of pro income generally is the absolute minimum that could be given to a man who has worked well, and with keen competition, to stand high in his business. Therefore, it is the club's duty to the pro to see that its members understand giving the pro "a break" in mer-
chandise purchasing as part of the deal under which the pro
was employed. Were it not for that confidence of the pro in
the club carrying out its part of the deal, members might have
to go elsewhere for their lessons, there would be no group
lessons for the youngsters, and no convenient, charge-account,
service station for playing equipment supply handy to the
first tee.

The club also should do its proper duty toward the pro in pro-
tecting him from the perils of club politics. Often cliques
get into club offices and discharge a faithful and able pro-
fessional because he has been so alarmed by the bitterness of
club politics he is hesitant about giving enthusiastic service
to any club member. He fears incurring the dislike of some
member of the opposite clique.

I have seen pros, especially at smaller clubs, so enterprising
and diligent that they get food and drink service on an
attractive and profitable basis at these clubs. Then, when the
business has been established, the club takes from the pro
this newly-established earning opportunity. Such instances of
the club refusing to let the pro profit from a member service
that he has developed himself, are numerous. Needless to say,
these cases are very discouraging to professionals.

In our private businesses we all are concerned constantly with
putting into the minds of our employees a realization that
the more money they make for us, the more we'll see to it
that they get.

But this, unfortunately, isn't usually the case in club and
pro relations. Strangely enough, there are numerous wise pros
who are careful to hide the fact that they may be making more
than a bare living. They are afraid that any suspicion of
substantial earning for a job well done may excite envy and
cost them their jobs.

I believe it's the club's duty to correct that situation, and
to assure its professional that the greater his earning from
his excellence in handling his job, the happier the entire
club will be with him—and the more secure his job.

I further believe that it's the club's duty to make it plain
to its pro that he will not be penalized for initiative and
resourcefulness. Too often I've seen pros "just getting by" on
jobs because they hesitated to run afoul of criticism by sug-
gestig or instituting something they knew would pep up play
and interest. Their fears have not been without foundation.

So, Ralph, when you're checking up on what your pro should do
for you, go the whole way; check up on what you and your club
should do for your pro. It's plenty that's now being neglected.

My best wishes to you and Ed, and to your good families.

Sincerely,

President
Wilson Sporting Goods Co.