

# Labor Sources: WHERE ARE THEY?

The common problem faced by club administrators nationwide—that of finding and keeping steady, experienced employees for specialized jobs—is viewed by them as second only to the increasing burden of funding these positions.

One disgruntled Long Island club manager sounded the complaints of many fellow club administrators, saying, "Our elation at finally scraping together a realistic budget that reflected the employee's increasing cost of living hardship, quickly dissolved this year as we began to deal with replacing eight losses from our 23 member staff."

In an effort to help clubs cope with this problem, GOLFDOM executed these two rather basic strategies, which we hope clubs will follow and improve upon:

1. Source research—The thorough canvassing of all appropriate sources of workers qualified for your specific needs, and
2. Employment inducements—Having located sources of qualified workers, you have won only half the battle. Just as important to getting the people you want on the job are the job allurements—the extras—without which today's suburban clubs will find the going tough.

Because each department head (manager, superintendent and golf professional) deals with different snags in securing and holding good employees, his situation will be treated separately.

## MANAGERS

*Employee sources.* 1. Sometimes, one's own employees are excellent sources of qualified personnel. Workers in the restaurant trade often choose, as friends, people in the same line of work, according to many New York City restaurateurs. "My own people provide me with most of my tips on where to find good people" says Toots Shore Jr., "because the average bartender, waiter or busboy knows more bartenders, waiters and busboys out of work than any single employment

Finding and keeping qualified, reliable golf club personnel is a king-sized headache for most club administrators. GOLFDOM offers some solid suggestions on employee sources to help clubs get the most from their labor dollars

by STEPHEN W. BYERS

agency in New York. One thing, though, you've got to ask them regularly. Most of them don't just volunteer the information."

Many restaurant owners state further that few problems with inefficiency have resulted from hiring friends of their employees. "A good worker is a good worker," says a prominent Long Island supper club manager. I don't hire people who don't take pride in what they do, and a proud waiter is not likely to allow his friends to stain his professional reputation. Hiring friends also ensures at least some of your people will get along well, and if your restaurant workers don't get along, you're dead."

2. Local employment agencies tend to be good sources of busboys, dishwashers, second cooks, hostesses and people with secretarial skills, but seem less likely to produce qualified bartenders, waiters, chefs and wine stewards, because employees in these professions usually have their own contacts if they are good and rarely need to list with an agency.

Employment agencies are less of a help in rural areas and in many cities in the Midwest and Rocky Mountain west. Here employers are many times unaccustomed to paying agency fees, leaving that to come out of the new-hire's first pay, a practice that most potential employees feel is a raw deal.

3. Many states have something akin to New York's Public Employment Computerized Job Bank. This can be an ex-

cellent source of all kinds of workers. With a single phone call the manager gets a resource picture for a wide reaching area, because the central computer can click off in a twinkling all listed unemployed workers in the specific area requested with their qualifications. It is true that many potential workers acquired in this manner will reside some distance away from the club, but that is where the employment inducement, discussed later, becomes a significant factor.

4. The Department of Labor has a Research and Statistics Division in every state that can refer you to a Labor Market Analyst in your area, who can be a very informative labor source, not as a guide to specific people available for hire, but as a guide to other sources in your area.

5. The local chapter of the bartender's union will assure you of experienced help.

6. Bartender schools offer people trained in the art of mixology, but without the people-accommodating experience that comes from a year on the job. This is a better source if you have time to accustom the employee to your member needs and can devote several days to on the job service training.

7. If there is a restaurant workers union in your area they should be advised of your needs and can always be of help.

8. One manager said he acquired two of his best cooks from a phone call to several of the leading restaurants in his area requesting names of unemployed chefs. "Restaurant owners," he says, "have always been more than happy to supply me with names, knowing I'll return the favor if the need arises."

9. Another manager tapped the school of restaurant and hotel management at a college near him for summer help and found many students available for evening work during the semester.

10. If a university is nearby, utilize its college placement service.

*Employment inducements.* Times have changed. Country clubs have moved further and further away from pollution

continued

## LABOR SOURCES *continued*

plagued city centers. Thus, recruiting labor from these formerly rich sources has become progressively more difficult because of transportation problems. Managers are also finding that workers with years of experience in the restaurant business have been prompted by the startling increase in the cost of living to seek employment in more lucrative labor fields, such as construction and public service jobs. Recent food cost hikes have caused many supper clubs to go out of business, and many lay-offs at downtown dining rooms have thrown a scare into security-minded career waiters, chefs, bartenders and other food trade professionals. To help counteract these snags, many managers are offering enticements, such as:

1. Merit salary increases;
2. Child care or day care cost defrayment for women of proven professional ability (six months of service qualifies at one Long Island club);
3. Several managers interviewed by GOLFDOM said that they had had problems holding good employees until they woke up to the idea of hiring a few "floating" part-time employees who were content to work irregularly any shift. "These people are usually not interested in full-time employment, and in exchange for working less hours each week, they will accommodate my shift needs on a moment's notice," states one manager.

The benefit of these floaters to regular employees is a more flexible work schedule that allows them to take off for all-important weekend in the country or other legitimate days off for personal reasons. No one likes to feel locked into a job, and managers are finding that implementing practices that provide more free time for regular workers are the most important employment inducements, particularly because of increasing public emphasis on leisure time in the United States.

4. Some clubs are still holding rigidly to the policy of no tipping in their dining rooms. These clubs and clubs that are thinking of instituting this unrealistic policy would be advised to review their dining room salaries to adjust them to the worker's increasing cost of living; keeping in mind that, though your present staff may be satisfied with their paychecks, the potential employee with dining room experience at good restaurants is accustomed to

nearly \$40 a day take home, most of which he gets from tips and on which he will certainly pay less than the usual tax.

5. Many clubs set aside a certain day on which employees can avail themselves of specific club privileges, thus contributing to the worker's feeling of being part of a family, which is vital for a smooth running club.

6. A retirement program is a good way of keeping efficient workers who have rendered several years of faithful service.

7. Finally, the manager's ability to anticipate employee problems and deal with them before they reach a full head of steam always is conducive to a contented staff.

## SUPERINTENDENTS

*Employee sources.* 1. A little known, but none-the-less, fertile source of workers with grounds maintenance experience is the department of parks in and around any large metropolitan area. Superintendents near New York City are only beginning to tap this source, which always seems to have a surfeit of qualified applicants they are only too willing to farm out to clubs for the asking. But as one Chicago area superintendent warned, "It's no use calling the department itself—you need to drive over to the park and talk to the job foreman for the good ones. In the last two years I've picked most of my best people this way. Park foremen always seem to have a line on men they've worked with in the past or friends who are out of work or looking for a change of scenery."

2. One Washington, D. C., club superintendent and several in the New York area say they have had success with state employment services, but emphasize that you must be very specific about the kinds of experience you require. "Otherwise they send you bank tellers," one adds.

3. Contacting owners of leading sod companies often turns up information on layoffs who are experienced in landscaping.

4. One Long Island superintendent said he has had good luck with his local construction union giving him layoff tips, because that business is very uncertain and irregular, and many workers who hire on at a club between construction jobs decide they like the security of regular work and stay. It is

important here to contact the president of the local for he usually will be the only one empowered to divulge this kind of information.

5. Another superintendent said he used much the same procedure as above, but with the local teamsters union. "I've hired two very satisfactory retired teamsters looking for a Social Security supplement in the last year," he says.

6. Running newspaper help wanted ads is a practice many supers feel puts them in touch with the greatest number of men looking for work. One said that it has been rare that a man answers one of his ads who is unqualified for the specific requirements listed in his standard query.

7. Most grounds maintenance managers confess to a lack of faith in private employment agencies for any but weekend labor and for that they say ManPower or its equivalent is better set up to suit on-the-spot needs.

8. Warren Bidwell of the Congressional Golf and CC outside Washington, D. C., recommends writing letters well in advance of needs to directors of the turf maintenance or agronomy departments at major schools having them. "This source," he adds, "is fine if you are looking for a future replacement or an assistant superintendent. Many recent graduates recognize the advantage of serving under the tutelage of an experienced man and are willing to give one or two years for that purpose. But basically, these schools are good only for summer help, as the student must leave in the fall."

The following is a list of several universities that have turf programs from which you may choose those schools closest to your location:

*Penn State University.* Write to J. M. Duich, D. V. Waddington or Tom L. Watschke, or call them at (814) 865-9853.

*Stockbridge Hall, University of Massachusetts at Amherst.* Write to Joseph Troll, director of turf programs.

*Purdue University.* Lafayette, Ind. Write to Gary Remington, Department of Agriculture.

The following schools have turf programs, but were not specifically mentioned to GOLFDOM as sources by superintendents interviewed, as were those previously cited:

*University of Kentucky; University of Florida; Texas A & M University; University of New Mexico; Colorado State University; Iowa State Univer-*

sity; Southern Illinois University and Ohio State University.

9. Turf managers also recommend canvassing vocational schools that offer programs in agricultural technology.

10. Also county schools, such as Sussex, Bristol and Essex county schools of ornamental horticulture in Massachusetts.

11. In GOLFDOM's April, 1971, article titled, "Putting the Problem in Older Hands," the advantages of hiring retired, senior citizens were discussed. In the opinion of superintendents who had tried this experiment, senior citizens' organizations are an excellent source of steady, hard-working grounds maintenance personnel.

*Employment inducements.* 1. Retirement programs;

2. Work schedule flexibility, which allows leisure time needs;

3. Merit pay increases;

4. Specific club privileges on certain days (a factor that probably means more to the maintenance crew than to other club employees, because it gives them a chance to enjoy the recreational beauty they have helped to create);

5. Almost all superintendents inter-

viewed said that letting each maintenance employee regularly try his hand at all jobs on the course, even if it means time-consuming special training, paid off in employee job satisfaction and steadiness.

#### GOLF PROFESSIONALS

*Employee sources.* Of the three club supervisory staff positions, the golf club professional probably has less difficulty keeping a qualified staff than the other two, because his staff is smaller and because he generally employs his wife as a saleswoman and sometimes as a buyer. This gives him an additional benefit because she knows she is working to build her future as well as her husband's. Also, many professionals employ their children as sales personnel during the summers and for evening work.

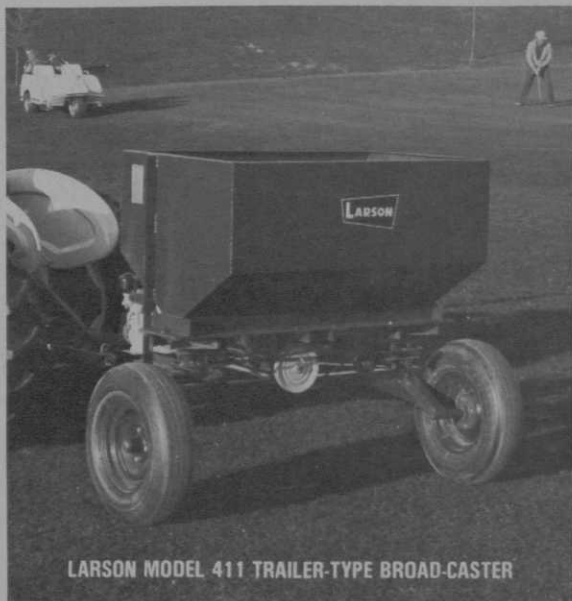
1. College placement services can sometimes line up students majoring in merchandising for summer or weekend work.

2. The PGA is the best source of assistant professionals available for hire, and an assistant can usually double as a bag room repair and maintenance man. Otherwise, newspaper ads and, again, the senior citizens' or-

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## PGA SHOW from page 35

had pre-determined the exhibits they wanted to visit at the 1973 show, but fewer—49.4 per cent—budgeted their time. On the average, they spent a little more than 4½ hours a day in the exhibit tents during the run of the show.

More than half of the professionals had some kind of plan for covering the exhibits at the show. Most of these (75.3 per cent) covered a single product classification at a time—apparel, golf equipment, golf cars—which accounts for their favorable attitude toward grouping major product categories in distinct areas of the tents.

During their coverage of the show, 36.3 per cent of the professionals placed orders at more than 10 exhibits, about 46 per cent ordered at five to 10 exhibits, and 12 per cent placed orders at less than five exhibits.

## GOLF CAR EXHIBITS

Golf cars at the PGA Merchandise Show are a category unto themselves in terms of the investment they represent and the degree of the professional's authority to purchase them.

Although more than 74 per cent of the professionals visited the golf car exhibits, less than 42 per cent of the professionals were invested with purchase or leasing authority. Of that latter group, only 6.8 per cent placed orders for golf cars at the show.

Golf cars, obviously, are not items about which someone makes quick, on-the-spot decisions. Only 9.1 per cent of the professionals said they have attended a show without a particular brand of golf car in mind, then made their decision and placed an order at the show.

November, October, January, April and March, in that order, were most frequently mentioned by professionals as the months in which their clubs or courses normally make purchase or lease decisions on golf cars.

However, almost 52 per cent of the professionals felt that golf car exhibits were an important part of the show. The reason for this majority opinion is that, although few have purchase responsibility, almost 78 per cent of the professionals surveyed are consulted on brand selection before any purchase or lease is made. The car exhibits, apparently, are excellent sources of information on the various brands and give the professional greater knowledge with which to advise his club. □

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ganizations are good sources of bag room personnel.

*Employment inducements.* Generally, the only inducements a golf professional needs to attract good people are a moderate salary and a clean, friendly place in which to work. Merchandising skills are up to the professional to manifest in his workers, and the intimacy and leisurely atmosphere of the pro shop makes this training even less difficult. □

## WHERE TO FIND CHEFS

The Chef's Referral Assn. is an employment referral service for chefs. Any golf club in need of a chef should provide the association with a job description. CRA then prints the position, along with others, in its weekly job opening list, which is mailed to chef subscribers looking for new jobs. A fee is involved. Contact: Don Jackson, Chef's Referral Assn., Box 1133, Los Altos Calif. 94022 or phone (415) 941-5075.

—from the CMAA "Outlook"

## LAW AND COURSE from page 70

sphere in which no preference system exists and in which there is now an approximate two-year wait for immigrations for aliens for any category.

The effect of HR 981 on clubs would be a divided one. Because many clubs probably employ aliens from what will be low-preference categories, including those with no skills, it seems probable that passage of HR 981 would have some adverse effects. However, clubs also look to aliens to fill many jobs, such as executive chefs and food service managers. These clubs will find themselves in a favorable position should this bill pass.

## CONCLUSION

The foregoing constitutes a brief overview of the entire Federal legislative picture in the areas that may have some effect on private clubs. It is obvious that the field is an ever-changing and rapidly shifting one. The National Club Assn.'s principal effort is directed at keeping abreast of the activities and reporting the latest developments to its members and to the industry. □

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