Training assistant is task of club management

Developing an assistant is one of the challenging jobs a club professional, superintendent or club manager can have. Good business practices learned and accepted as a trainee in management will probably be adhered to when the individual takes over a head position.

Here are several criteria in attempting to develop an assistant:

• **Give him the facts.** See that your assistant has all the necessary facts about his responsibility. Give him a clear picture of what he is to do and how he should do it. Tell him how much responsibility and authority he is to have. One way to start is by helping him develop a description for his new job.

  Tell him with whom he will be working, and personally introduce him to them. Make certain they understand they are to deal with your assistant and not with you in the future.

• **Smooth his path.** Request employees who will work with your assistant to cooperate with him. You can smooth his path by spelling out for them the areas of responsibility you’ve given him. Then impress on him the importance of his earning the respect of other employees even when he has to reprimand them.

• **Share knowledge.** Share your own knowledge with your assistant. If he is to do a good job, you must keep him informed of your plans, their progress and your reason for making each move. He should also be warned of problems that might arise. See that he learns the ins-and-outs of working with the other people working for you.

  Failing to give your assistant such background information handicaps him. By keeping him partially in the dark, he sells him and his job short in the eyes of those with whom he must work.

• **Add responsibility gradually.** Give your assistant responsibility gradually. Let him get the feeling of his job. By assigning him additional responsibilities in small doses, he learns to handle new problems, Thus he is continually absorbing additional knowledge and growing as a manager.

• **Hold a loose rein.** Some course management personnel make the mistake of trying to keep their fingers on every move made in their operations. Their constant checking may make their understudies nervous, and slow down their development. Rather than cause an assistant to lose confidence in himself, and sometimes his initiative, it is better to hold a loose rein.

• **Give him authority.** Follow the management-by-exception principle when you give your assistant responsibility for a certain task. Give him the authority for getting the job done, and encourage him to bring problems to you only if something seems wrong or out of line.

  Train your assistant to give you...
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Royal Golf Equipment national sales manager Bill Neuguth (left) watches General Manager Art Young draw the name of pro Robert Hauer, Crest Hills Country Club, Cincinnati, as the winner of a 1976 Chevette Sports Coupe, in the Royal Master Sweepstakes during the recent PGA Merchandise Show at Disney World in Orlando, Fla. Also pictured are, from left, area managers John Popp (Maryland) and Bill Lunnie (Mass.).

PROS CAN ADVISE AMATEURS ON NEW USGA REGULATIONS

Founded in 1894, golf's code of amateurism remains as valid today as ever, according to Elbert S. Jemison, Jr., chairman of the USGA Amateur Status and Conduct Committee.

It a recent release, the USGA has revamped its code on amateur status and indicated that the changes should be noted by club professionals and course administrators, so amateurs at their respective clubs would be made aware of the latest rulings.

A summary of these changes follows:

- Gambling and Price Money — The USGA Policy on Gambling is appended to the code of amateurism. That Policy has been revised in an attempt to clarify what Mr. Jemison termed the critical distinction between "playing for prize money" (a violation of the code) and gambling, considered nefarious in some forms by the USGA and in-