Presently we use three ways to find management people — listed here in order of preference:

1. Offering bonuses to other of our management people to refer management people whom they know and think would fit the position that is open.

2. Executive recruiting service to search out the type of manager we want. This requires a fee to be paid (up to one-third of the annual salary).

3. Advertising in local papers and on occasion in two or three large city papers statewide. We have learned that the ads need to run for a 2- to 4-week period. The person you are looking for may not be looking for a position the day you start. It may be days or weeks later.

“Checking references plus a check with others that may know the person, then the interview by myself and two others in management with each grading the person on a scale from 1 to 10 on the ten points we feel are most important for the position open. From this we make our decisions.”

W.R. “Red” Steger
Club manager
River Oaks Country Club
Houston, Tex.

“First assistant professional — I train the man by bringing him up through my organization. Starting him as a shop man (this entails sales, shop displays, shop cleanliness, special orders [not buying], bookkeeping, junior golf team, junior lessons, club repair). I have always had college educated people that I have found through golf, mostly their fathers have been involved in the PGA or amateur golf. My first assistant gets his big break when I find a head professional job for the man ahead of him. I do go through the Southern California PGA Employment Committee, checking their resume files also.

“Shop manager — first assistant — is now qualified after his training and is in complete command of my staff. He teaches, runs tournaments, and represents me when I am not at the club. I must have a woman on my staff to take care of my women members’ problems and desires. I have qualified, outstanding help in this area. I have been fortunate enough to have a fine facility and the working conditions surrounding my staff make it more enjoyable for them. I am centrally located and have found good women employees through salesmen of softgoods lines. The California Clothing Mart is a good place to find qualified saleswomen. Basically, I also try to get people who are PGA members or members in the section’s apprentice program.”

Frank E. Morey
Head professional
Wilshire Country Club
Los Angeles, Calif.

“Let’s face it, wages in the golf course maintenance industry are not very attractive to a person looking for a job with good benefits and long-range security. When hiring someone, I make this known to the person during the interview — not to scare him off, but to avoid the ‘here today, gone tomorrow’ laborer. I try to always hire the person with an interest in turf management, and I have had success hiring people with their main interest directed to the game itself.

“The better wages go to those people who show interest, desire, dedication and a willingness to sacrifice other interests in order to get the job done. These people make up the nucleus of the maintenance crew and are hired as year-round personnel. From here, we attempt to complete our work force with turfgrass students, other students such as members of golf teams at their respective schools, and sometimes the sons of our regular employees.

“As a means of selecting the right employee, I usually rely on the trial and error method. I will hire the person with an understanding that after a certain period of time, usually from one to three months, depending on the employee, we will talk things over to see he likes the program and we approve of the job he is doing. If either party disapproves, he goes. This method is also useful in obtaining information about the total program.

“When a person leaves because of his reasons, I always want to know why. Some of the answers can be helpful in the running of a successful organization.”

Bobby D. McGee
Superintendent
Atlanta Athletic Club
Duluth, Ga.

James H. Brewer
General manager
The Los Angeles Country Club
Los Angeles, Calif.

“The matter of seeking employees and finding the right person depends on several factors such as the following: 1. To express our continuing practice of nondiscrimination in employment, and to support the intent, as well as the written word. Specifically: a) Employment opportunities are and shall be open to all qualified applicants solely on the basis of their experience, aptitudes, and abilities. b) advancement will be based entirely on the individual’s achievement, performance, ability, attitude, and potential for promotion.

2. Upon determining the qualifications needed by the prospective employee, you may use some of the following sources: a) Source within your own club; b) current employees; c) advertising; d) employment agency; e) State Labor Resources Board; f) your fellow managers.

“Once applicants have been received and interviews held, it depends upon the manager’s ability to select the proper person. There are times when someone in addition to the manager interviews applicants.”
Duff Lawrence
Head professional
Canterbury Golf Club
Cleveland, Ohio

“My basic philosophy in hiring an assistant golf professional is that I would not want anyone that I didn’t feel had the capability of eventually becoming a head golf professional at some time in the future. When the necessity arises to hire someone for a specific position, I contact our Northern Ohio PGA section for information as to the availability of men. Also, another very good source is to notify selected golf professionals in the area that a certain position is open. It is amazing how this information travels by word-of-mouth.

“Once you have ample resumes it is relatively easy to screen them as to basic qualifications that you deem imperative to your specific situation. Normally one or two men will fit the requirements the best, and they are called in for a personal interview. I would consider this the most crucial point. The manner in which they conduct themselves is a good indicator as to their ability in a club atmosphere. Such things as what the prospective employee wears and his general appearance carry a lot of weight in a determination. Also, his ability to express himself, general personality, and demeanor.

“It is very important that some effort be made to establish his past employment record or contacts to personal references. Basic qualifications are not that important at this time as the candidate has already been screened for this prior to the interview.

“Once your man has been chosen it is very important that both you and he are clear as to basic responsibilities that the employment will entail.

“Lastly, too many employers overlook the importance of hiring the proper individual. This decision can make or break a job and can reflect directly on you in specific incidents. Also, your job will become that much easier and more rewarding if you have utmost confidence in the team that backs you up.”

Joe Black
Head professional
Brookhaven Country Club
Dallas, Tex.

“Over the years, certain things have become obvious to me in my employee needs. First, my members have a wide variety of personalities so I feel I need a variety of personalities in my golf shop. So I try to be conscious of a person’s personality and how it will fit in with my other employees.

“I always try to have one person on my staff who is interested in recordkeeping and paperwork. It takes a unique type person to want to handle these areas properly, and there is great importance in handling the day-to-day recordkeeping and paperwork necessary in the golf business today.

“Obviously all of my employees must be able to deal with people pleasantly. We are in the people business and their communications ability is vital.

“Their education background is also very important. In today’s business world, a good education is a must. I feel it is very difficult to move an assistant into a head professional position without a good educational background.

“Finally, I also keep in mind that I am no better than my employees. The way they handle people and the abilities they display are a direct reflection on me, and this is utmost in my mind when I am interviewing for assistants.”

Tom J. Rogers
Golf courses superintendent
Park and Recreation Department
Colorado Springs, Col.

“Having to work within a governmental agency, most of the practices I follow are governed by city and/or personnel departmental rules and regulations, much more so than country clubs or private enterprise. It’s getting so now, we can get into trouble for asking age, sex, ethnic group, or marital status. These items are not even included on the employment applications we receive from the personnel department. There is even a 10-year plan written for the golf division which proposes how many minorities, i.e. female, black, Spanish-surnamed American, etc., will be permanent employees in the future. Unions are even a possibility.

“One of the advantages of having a personnel department is that I send all applicants to them to fill out their applications and for a preview interview. This really saves me a lot of time. Information accumulated by the personnel department is then forwarded to me with its recommendations. I then set up interviews with at least three applicants and make a decision. If I am not satisfied with what is sent to me, then the entire process is repeated.

“During the interview, I try to get as much information as I can from the applicant. I also describe our business, goals, objectives, policies, both the city’s and my own, the employee duties and responsibilities, and the benefits.

“The employee is chosen through a process of evaluating their past employment history, their attitudes, their appearance, and my inner feelings.

“All employees are put on a 6-month probation when hired. An evaluation is made at the end of the period and they are terminated or put on permanently, or the probation period is extended with another evaluation at the end of the given period.

“Presently we have three programs (one federal, one city, and one golf), because the salaries are paid by these agencies to train employees for the future. When their training period is over they either move on to bigger and better things or are hired permanently. These programs have helped tremendously by giving me the help when it is needed and training future employees.

“Being a GCSAA member, being certified, and having a golf course in Colorado has its advantages. Many college graduates wishing to locate in this area send employment inquiries to me and when I have openings and they fit the requirements, I try to hire them. I have always attempted to hire people who are interested in the superintendent’s profession, train them, and help them to get their own course. This type of person has done the best job for me, which is understandable, and is the most dependable. I think if your goal is to hire someone that will stay on the job you normally have to pay much more to get that dependability and/or the right employee for the job.

“I use the process of elimination to find the right person for the right job. The younger employees start out by mowing rotary and greens; then move up to rough mowing, mowing tees and aprons; and then to changing cups, tee markers, etc. Wherever they work out the best they stay. If the person above them can’t hack it or moves up—they move up. The older, permanent employees handle the pesticide and fertilizer applications, sprinkler system repairs and timing, fairway mowing, new construction, and some supervisory duties.
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Peter Miller
Superintendent
Firestone Country Club
Akron, Ohio

"Employees at the Firestone Country Club are hired on the most-qualified basis within guidelines of E.E.O. policies. "A person submits a written employment application (supplied by Firestone) for part time employment (40 hour/week — less than 6 months tenure) during the period January, to March. On March 15th he or she is notified whether they were hired or not.

"Applications for full-time employment are taken at any time. "The person or persons selected will be invited in for an interview, again strictly adhering to E.E.O. guidelines."

Paul N. Keck
Club manager
Greenville Country Club
Wilmington, Del.

"The employment act must be a mutually agreed upon decision with a complete outline of the job position being given by management and full comprehension by the prospective employee. "Most times a ready reserve of professional people from within the house is not available. Therefore, employment ads in newspapers or word-of-mouth inquiries are necessary. The ad should be brief and detail specifics, i.e. split-shift hours, experience required, and tips.

"Regardless of whether the employee has any previous experience, a training period is a necessity and is the first step to a strong management and employee relationship. Good management should realize that his establishment operates efficiently only with a well-trained and dependable staff. To get to this point, you need: 1. A person who possesses knowledge, ability, and enthusiasm to train the personnel.

2. A program allowing sufficient time to explain all details to each new employee and to make perfectly clear what the job requires.

3. An open line of communication allowing both the employer and employee the ability to evaluate both current performance and the future as well. Future progress should be presented in a succinct and attractive manner.

4. Honesty throughout all employment practices is important. Example: that the promised, pleasant/safe working conditions do exist and that the weekly work hours are fairly presented and adhered to. It is important that the new employee understands that in the hospitality field, the minimum hours are usually 40 to 50 hours per week, including weekends and most holidays.

5. Management must have a high personal regard for its staff and not look upon them simply as mechanized people. He or she must be incorporated into the working team and made to feel: first of all, needed, and secondly, that whatever their duties are, it is of value to the overall success of the establishment. Both factors contribute to employee enthusiasm which must be present from the very beginning. Checking on the list of factors comprising employee satisfaction, money has a poor ranking, while self respect and self esteem place high at the top of the list.

6. A program of indoctrinating each employee into how his or her particular job fits into the overall operation through visits to the various departments and by having them actively participate in all or certainly most of the functions in the regular day-to-day routine. Illustrating to the employee where the position fits in the organizational chart would be a further positive reinforcement. "From the busboy to the headwaiter to the chef through the maintenance and the administrative personnel, everyone must be made to feel important. People make up any organization and only through the careful selection of the right people for the right job and a continuous process of training and employee motivation can any establishment be successful."

Bob Foppe
Head professional
Kenwood Country Club
Cincinnati, Ohio

"Personality is of prime importance. I have a policy and procedure sheet that my assistants must follow. Before hiring an assistant, I will generally use him in another capacity: general sales, starter, caddy master, or club cleaner. During this period of employment I watch for the following: promptness, courtesy, self motivation, personality — extrovert or introvert. There is very little need to worry about playing ability since the PGA now has the playability test as a mandatory factor before attending school. "If I cannot follow the above practice in hiring due to the loss of an assistant to a head professional position, I hire an assistant that I have had an opportunity to observe for several years who possesses these qualities."
New Vari-Time II
saves the way to modern
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Toro's new Vari-Time II automatic sprinkler control system makes golf course irrigation so easy and manageable you'll wonder how you ever got along without it. Or without the money it saves you.

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For example, you can adjust watering times for up to 792 circuits. You also can water areas needing differing amounts—such as tees and greens—on different schedules. And you can syringe irrigate to remove morning frost in cold months or to relieve heat stress during the hot ones.

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Find out how you can save your way to the most advanced irrigation system available today. Write TORO Irrigation Division, Dept. GB-577, P.O. Box 489, Riverside, CA 92502.

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Circle 201 on free information card

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Selling for less than $900, including installation, the Uni-Hoist electric/hydraulic accessory offers a low-cost way to obtain dump-truck capability from a standard pickup truck. It mounts out of sight beneath the pickup bed and does not change the outward appearance of the vehicle. The Uni-Hoist is a bolt-on, universal design; it can be installed without welding, unlike other dump attachments, and may be readily removed from one truck and reinstalled on any other American-made pickup. The system is made by The Uni Corp. of heavy-duty materials throughout, so it should provide years of rugged use. At the press of a button, the Uni-Hoist raises the pickup bed and unloads more than 2 tons in from 10 to 15 seconds. Time and labor savings realized with the dump conversion can be substantial for golf course operations involving dumpable materials such as topsoil or fill dirt or even bagged fertilizer and lime.

Circle 202 on free information card

Underground pool adds year-round fun to golf facilities

An ideal setting for members to relax after playing golf — or a place for fun and exercise in the off-season — is provided by the underground swimming pool from Maderna America Corp. Either way, it’s a good way to draw customers, add members, and up the revenues at your golf facility. With only two skylights visible above the ground, the pool makes a year-round health resort, complete with solarium or lounge and whirlpool. The cost is less than that of a conventional above-ground pool, maintenance is minimal, and the energy required is only a third that of a standard indoor pool. The Maderna underground pool is available in sizes from 26 feet up.

Circle 203 on information card
Introducing the 36 inch cut Bunton Rear Discharge mower. A new design deck allows close trimming on both sides, helps prevent windrows and gives you a clean manicured cut (not that just-cut look). The new variable speed drive gives a wider range of ground speeds. The 3 gallon fuel tank and Hi-Way front caster wheels are standard equipment. This new mower is designed for fine lawns and rough areas. The finger tip control gives the same easy handling and hillside stability and maneuverability as the other Bunton Self-Propelled models. Also available is a new 52 inch rear discharge mower.

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Pro-Fit Golf Glove Co. offers this glove made in England of Pittard leather in a choice of 24 colors, for men and ladies, right or left hand. The stretch Velcro fastener eliminates the elastic bands usually used, and it ensures a perfect fit every time.

Golf course pumps
Pumping Systems, Inc., a firm specializing in the design and manufacture of golf course pumping systems, produces a basic system that consists of one jockey pump and one or more irrigation pumps discharging via a common manifold into a combination hydro-pneumatic tank, air eliminator, and surge tank. The pumps are started by increasing demand and stopped by decreasing flow, both sensed at the central control valve. Utilizing time delays and interlocking circuitry, the control system provides for completely self-contained automatic operation of the pump station, with minimal time required to attain irrigation status.

Clubhouse floorcovering
Golf spikes won’t make much of an impression on Noragolf, a floorcovering offered by Robus Products Corp., Nora Flooring Div., for clubhouses and locker rooms. Noragolf comes in 1-meter squares in a choice of five colors, for use indoors or out. The surface is a slip-resistant and was designed to stand up to continuous golf shoe traffic.
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TRAIN FOR A REWARDING CAREER as a golf course superintendent. Two-year technical program with summer work experience. For information write: Institute of Applied Agriculture, University of Maryland, College Park, Maryland 20742.

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SALES "REPS" WANTED — We make Crookshank Woods and Irons; Centre Poise Woods and Irons; Walloway Wallapers and a line of putters. Growing business. Several good territories still open. Write or Call Golfcast Corp., Box 1463, Maples, Florida 33939. Phone: Area 813 597-6186.

POSITION WANTED

INVENTIVE, hard working Pro Manager wants chance to prove potential-excellent business man — 10 years experience. Not P.G.A. Presently at midwest club. Box 125, Golf Business, Box 6951, Cleveland, Ohio 44101.

CLUB MANAGER POSITION wanted in small club, preferably south. 5 years in present position as general manager of club, golf course and pro shop. Married, in early fifties, references upon request. Box 131, Golf Business, Box 6951, Cleveland, Ohio 44101.

UP AND COMING Class A PGA member, looking for a better opportunity in the business. Single, 27 years old. Four years of solid pro shop and club management behind him. Will relocate anywhere and would consider pro-superintendent position. Presently at midwest club. Box 125, Golf Business, Box 6951, Cleveland, Ohio 44101.

SUPERINTENDENT — 15 years Bermudagrass experience desires relocation. Background includes design and complete course maintenance plus budgeting, mechanical and irrigation knowledge — free to travel. Box 130, Golf Business, Box 6951, Cleveland, Ohio 44101.

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GOLF CART FLOOR MATS. New nylon reinforced rubber mats for Harley carts. $14.75 per set. C.O.D. or send check to Rice Die Cutting Co., 8831-33 Ave., Kenosha, Wis. 53140.

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