

# THE "OFFICIAL" CALLAWAY HANDICAP SYSTEM

By LIONEL F. CALLAWAY, Golf Professional  
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Under the Callaway System a player's handicap is determined after each round by deducting from his gross score for 18 holes the scores of the worst individual holes during the first 16 holes. The table below shows the number of "worst hole" scores he may deduct and the adjustment to be made, based on his gross score. For instance, if his gross score for 18 holes is 96, he turns to the table and opposite that score finds that he may deduct the total for his three worst holes scored on Holes 1 through 16 inclusive. Thus, if he has one 9, one 8, and a 7, his handicap totals 24. From his total further plus or minus adjustment is then made according to the adjustment shown at the bottom of each column. For a gross score of 96 the adjustment requires a deduction of 2, resulting in a final handicap of 22. Thus 96 minus 22 handicap equals a net score of 74.

## SCORE

## DEDUCT

—	—	70	71	72	scratch	—	no adjustment
73	74	75	—	—	1/2	—	worst hole and adjustment
76	77	78	79	80	1	—	worst hole and adjustment
81	82	83	84	85	1 1/2	—	worst holes and adjustment
86	87	88	89	90	2	—	worst holes and adjustment
91	92	93	94	95	2 1/2	—	worst holes and adjustment
96	97	98	99	100	3	—	worst holes and adjustment
101	102	103	104	105	3 1/2	—	worst holes and adjustment
106	107	108	109	110	4	—	worst holes and adjustment
111	112	113	114	115	4 1/2	—	worst holes and adjustment
116	117	118	119	120	5	—	worst holes and adjustment
121	122	123	124	125	5 1/2	—	worst holes and adjustment
126	127	128	129	130	6	—	worst holes and adjustment

Maximum Handicap—50

## ADJUSTMENT

—2    —1    0    +1    +2                      Add or Deduct to Handicap

- NOTES:
1. No hole may be scored at more than twice its par.
  2. Half strokes count as a whole.
  3. The 17th and 18th holes are never deducted.
  4. In case of ties, lowest handicap takes preference.



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# AUGUSTIN AND BURCH JOIN IFAS SOUTH FLORIDA



Dr. Bruce J. Augustin has recently assumed the position of Assistant Professor at the University of Florida's Agricultural Research Center in Fort Lauderdale, Florida.

His efforts will focus on the water use of turfgrasses, with 70% extension and 30% research responsibilities. Extension activities will include the development and dissemination of information on turfgrass growth and management recommendations regarding water conservation and quality. Research activities will be directed towards evaluation of the quantity and quality of water required by turfgrasses and their relationship to management practices.

Dr. Augustin obtained a B.S. degree in Plant Science from the University of Delaware, a M.S. degree in Plant Science from the University of Idaho and a Ph.D. degree in Agronomy from the Ohio State University. He has worked on public and private golf courses in Delaware. While at the University of Idaho, he was a graduate research assistant in the turfgrass seed research program. At the Ohio State University he served as a graduate teaching associate for several crop courses, including turfgrass science.



Dr. Derek Burch was recently appointed to the position of Assistant Professor of Ornamental Horticulture at the University of Florida Agriculture Research Center in Fort Lauderdale. He joins an interdisciplinary group concerned with the production, protection and management of ornamental plants. As Extension Foliage Specialist he will have the responsibility of supporting the work of the County Extension agents with commercial growers in the southern half of the state. He will place particular emphasis on strengthening the flow of information to the growers and on ensuring that educational and research efforts are responsive to the needs of the industry.

Dr. Burch was born in Great Britain, and received his training in Agriculture and Botany at the University of Wales where he went on to complete a Masters degree in Plant Pathology. After working with a sugar company in the Dominican Republic, he came to Florida and held positions with Fairchild Tropical Garden and Fantastic Gardens in Miami before continuing graduate studies at the University of Florida. On the completion of his Ph.D. he was appointed Chief Horticulturist at the Missouri Botanical Garden in St. Louis, leaving there after four years to teach and to develop the botanical garden at the University of South Florida in Tampa. For the past five years Dr. Burch has been a consultant and owner/operator of a nursery and landscaping business in Puerto Rico.

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# Finding Quality Personnel

By BOB HENDERSON  
Manager, Old Warson Country Club, St. Louis

All of us need to attract high quality personnel to our clubs and we need to motivate them to quality performance. The club industry is not alone with this problem; the entire hospitality field must deal with it if we want the best personnel. The future starts tomorrow; let's discuss how to attract and how to motivate.

Opportunity attracts. The industry offers a worker the chance to earn a living, at the very least, but this won't get or keep a quality employee.

Attraction must equal opportunity for growth. For any employee showing traits of reliability, sobriety, conscientiousness, diplomacy with staff and members and a thorough knowledge of food and drink preparation and service, that opportunity exists. For advancement to management level, an employee needs only one last requirement: Knowledge about financial matters.

A bright employe will spot his opportunity for growth; training will motivate him to accept advancement when it comes. Systemized, good formal management methods, such as Management by Objectives (MBO), can work in a club as it works in small and large General Motors plants. It can help you find a staff trainer when you don't even have an assistant and it can help you keep a trained employee once he's through training. It even can show you how to promote staff to the top of their profession, such as the head housekeeper, sous chef, head waiter or maintenance man.

MBO requires that each department head train his back-up to take over the department should the need arise. MBO says each department head must train the people in his department to be able to train. Rosie, the department head riveter, for example, is no more talented as a professional trainer than a maitre d', but she trains her staff to rivet.

The manager is the trainer of the people who train, by insisting the department heads train, by attending training meetings and by developing reports essential to tracking training progress.

The problem of attracting high quality personnel and motivating them to quality performance belongs to the manager because it exists everyday in his club and it won't go away.

*Editor's Note: Reprinted from Club Management.*



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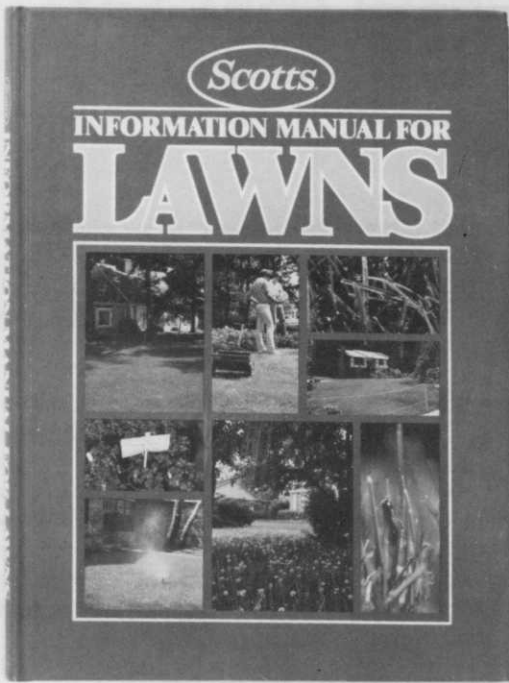


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## New Lawn Manual Published

Turf varieties, troublesome weeds, diseases, and insects are major topics covered in a new Information Manual for Lawns, just published by O.M. Scott & Sons, Marysville, Ohio.

The 96-page hard-cover book also discusses lawn planting, lawn management, and spreader usage, with key concepts highlighted in more than 140 color photographs and illustrations. Designed and written by Scotts lawn experts, the manual offers specific identification tips for lawn problems as well as general lawn advice.

The Information Manual for Lawns may be ordered directly from Bill Boyd, O.M. Scott & Sons, Marysville, Ohio 43040. Individual copies are \$7.95 each, including postage and handling.

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## SLOAN APPOINTED VICE PRESIDENT

PLANTATION — C. Wayne Sloane has been appointed statewide vice president of community facilities at Gulfstream Land & Development Corp.

Jack Chambers, Gulfstream president, said Sloan will continue to serve as operations officer of Gulfstream's Jacaranda Country Club and Jacaranda West Country Club complexes, as well as Jacaranda nursery and landscape subsidiaries, and maintenance divisions.

Sloan holds a bachelor of science degree in agriculture from the University of Georgia and serves as president of the Florida Turf-Grass Association.

He joined Gulfstream in 1970 as director of golf courses, and was named an assistant vice president in 1976. Sloan and his wife reside in Fort Lauderdale.

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# ADVISORY COMMITTEE GUIDES LAKE CITY GOLF COURSE OPERATIONS PROGRAM

The golf course operations program at Lake City Community College may be a small program at a small school in a small city, but its advisory committee members are scattered throughout Florida and Georgia, and its graduates find positions all over the United States. A small program with a large and interested following, one might say.

Jerry Cheesman, program director, may have trouble assembling his committee for twice-yearly meetings, but the results are worth it. Cheesman says the committee's help in forecasting trends in the field is invaluable. "I'm isolated from this, and my advisory committee keeps me informed," he says. Besides keeping tabs on the field, the committee has input into course material, finds specialists to conduct seminars, and a few of the members even teach classes themselves. The committee members' areas of expertise range from landscape architecture, pest control, and agronomy, to selling turfgrass, running a nursery, and naturally, managing a golf course. This broad base gives the committee a "composite view," claims Cheesman.

By listening carefully to committee recommendations and maintaining communication with graduates of the program, most of whom enter what is generally regarded as a cliquish field, Cheesman can boast that in the last 11 years he hasn't had one student go without a job. "The pros are aware we exist," explains Cheesman. "They utilize our graduates in several lines of work." Working closely with the Golf Course Superintendents Association of America helps Cheesman to keep abreast of job openings. In addition, alumni frequently join the organization after establishing themselves, so a constant recycling process occurs. Cheesman has found that alumni are extremely helpful in finding internships for students.

Exactly what a golf course superintendent does on a daily basis Cheesman hesitates to define. He will volunteer, however, that it's a seven-day-a-week job that normally begins at 6:30 a.m. He points out that "when an irrigation line ruptures at 2:00 a.m. in the morning, it's the superintendent who has to go fix it." Typical daily duties include getting the crew to mow the greens, changing cups and tees, manicuring the greens, looking for damage and signs of vandalism, checking the irrigation system, renovating sandtraps, and many others. Cheesman is quick to warn that a person earns the \$12,000 s(he) makes the first year in the business.

Since turfgrass is the most intensively maintained agricultural crop, a golf course superintendent is responsible for a multimillion-dollar operation. An 18-hole course can mean the responsibility of \$250,000 worth of equipment, a crew that requires close supervision, and a budget of up to \$500,000. After five years, many superintendents make over \$30,000 per year.

Cheesman says it takes a certain sort of person to succeed in this work: "Someone who can get greasy fixing a clutch on a tractor at 1:30 p.m. and four hours later have a three-piece suit on and be ready to present a budget to a group of doctors and lawyers."

To prepare students for the multifaceted job, Lake City offers a three-year program. It includes instruction in a variety of areas: golf course mechanics, preventive maintenance, diesel mechanics, plant growth, grasses for golf and landscape, agricultural chemistry, landscape art, soils and fertilizers, accounting, materials calculation, management, golf course organization and administration, and a host of others. Highlights of the program are fall and spring tours of different types of golf courses, which allow students to learn firsthand from superintendents all that is involved in the occupation, and on-the-job training during a summer internship. In Cheesman's opinion, these experiences "make the program real."

Each year, 40 applicants are accepted in the program, although between 8 and 10 students leave after the first year. Usually, 25 students out of the original class complete the entire program. Two other programs are conducted alongside of golf course operations: golf course equipment mechanics and landscape design and sales. After the first year in golf course operations, a student can obtain a certificate in golf course equipment mechanics. This certificate allows the student to become a mechanic without further education. "This is the hottest market of all," says Cheesman, who claims that the need for trained mechanics in the area is great.

Landscape design and sales, a two-year program, provides instruction for 25 students per year. The program does not compete with the University of Florida's program in landscape architecture, a more conceptual program emphasizing the design of cities and towns. In fact advisory committee members for the Lake City program, many of whom are graduates of Florida's program cited the need for a program that emphasized smaller-scale design, such as the design of hospital and school landscapes. So the program was begun. A graduate of the landscape design and sales program can expect to earn \$10,000. Enrollment in the program is 50 percent female.

Female enrollment in the golf course operations program is much lower — one female student this year. Females are encouraged to apply, however. Cheesman adds that women are "more meticulous than men, and better at manicuring. All employers are extremely pleased with the women they've hired. In this field, women are not at a disadvantage."

Cheesman mentioned that one prestigious golf course in Pinellas County has a crew of 70 percent women, and if

*(Continued on Page 17)*





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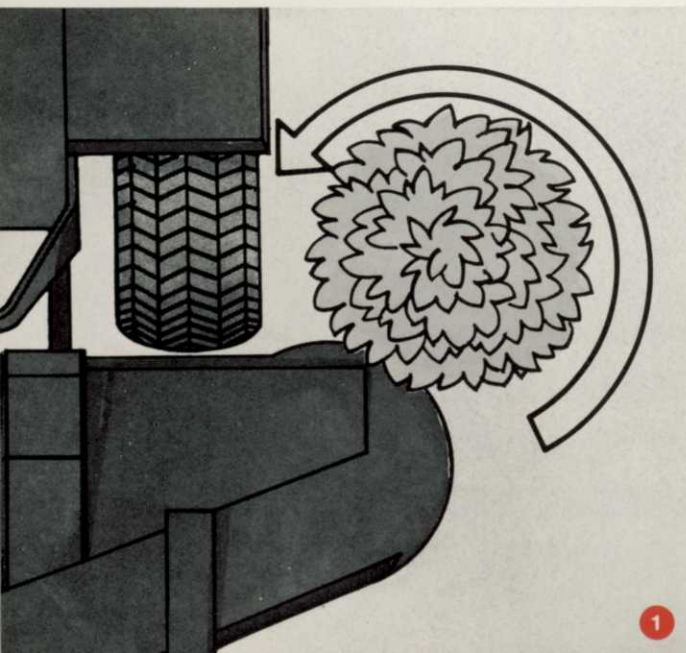
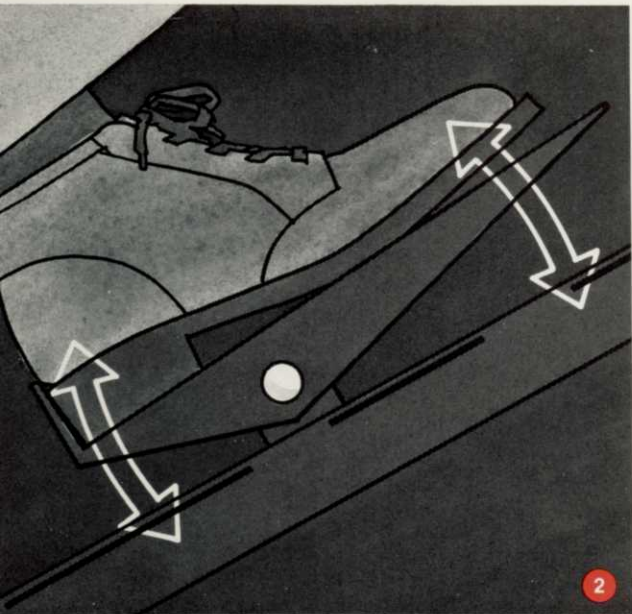


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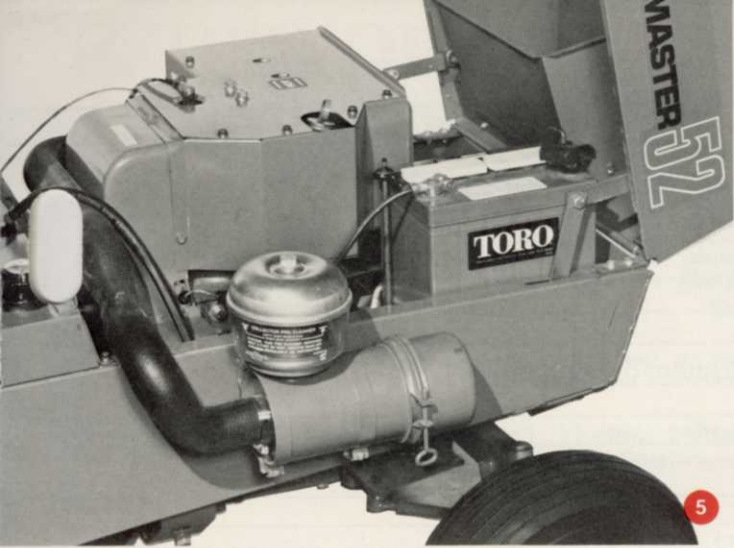
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- 3 **Cutting deck raises hydraulically** for fast, easy transport over obstructions like curbing.
- 4 **Excellent stability** comes from 4 wide stance wheels plus low center of gravity. Front wheels are drive wheels and are equipped with large traction tires. Both drive wheels have drum brakes controlled by individual pedals.
- **Operator station** features adjustable cushion seat and back, 15 inch steering wheel, hour meter and ammeter, all located for maximum comfort, convenience and efficiency. Optional deluxe suspension seat provides a smooth ride all day long.
- **Cutting height adjusts easily** from 1 to 4 inches without tools. Simply pull two pins and position spacers.

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- **P.T.O. shaft** eliminates troublesome belts and makes simple the job of changing from one accessory to another.
- **Heavy duty construction** throughout means your Groundsmaster 52 can work harder, stay on the job longer.





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- 6 **Vacuum attachment** picks up leaves, trash, thatch, paper and pine needles, blows them into 12 bu., rear mounted disposable bags.
- 7 **Cab and snowblower** converts machine for cleaning sidewalks, driveways in warmth, comfort, and safety. Blower lifts hydraulically. Discharge chute rotates 200°, is controlled from cab. Two-stage snowblower clears 48 inch swath.
- 8 **48 inch V-plow** has front skids and reversible/replaceable blade for low cost snow removal.
- 9 **48 inch rotary broom** sweeps parking areas, paths, walkways, saving the cost and time consumption of manual labor.
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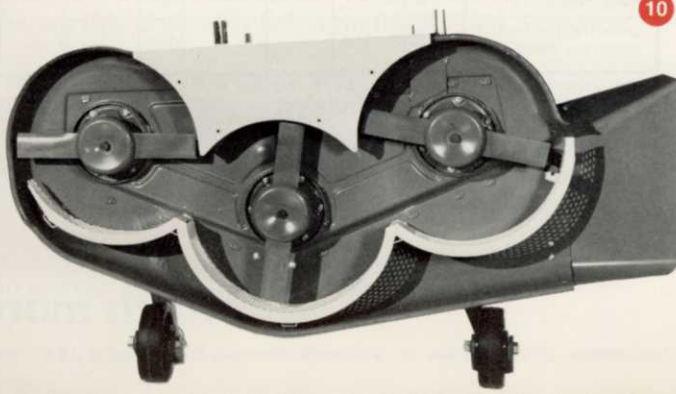
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# GROUNDMASTER 52<sup>®</sup> SPECIFICATIONS\*

## PRIME MOVER (MODEL NO. 30550, 30760)

<b>ENGINE</b>	Briggs & Stratton, 1-cylinder, air-cooled, 16 HP @ 3600 RPM, 32.4 cu. in. displacement. Splash oil system. 4 pt. oil capacity, cast iron cylinder block, mechanical governor limits speed to 3300 RPM, electric start.
<b>FUEL CAPACITY</b>	6.0 gallons.
<b>TRACTION DRIVE</b>	Variable (between 0-8.5 MPH) hydrostatic transmission mounted on GT20 Dana axle—20.9:1 ratio. Single foot pedal control of ground speed and forward/reverse. 25 micron replaceable filter. 5 qt. oil capacity.
<b>GROUND SPEED</b>	0-8.5 MPH.
<b>TIRES/WHEELS/PRESSURE</b>	Two rear steering tires 15 x 6.00 2 ply rib. Two front traction drive tires 20 x 8.00-10 2 ply SOF-TRAC demountable rims. Recommended tire pressure 10-15 psi depending on mowing conditions.
<b>MAIN FRAME</b>	All welded formed steel reinforced with square tubing.
<b>BRAKES</b>	Individual 7" drum type wheel brakes and parking brakes on front traction wheels. Dynamic braking through traction drive.
<b>STEERING</b>	Automotive steering gear assembly. 15" steering wheel.
<b>CONTROLS</b>	Hand operated throttle, choke, PTO, parking brake, and implement lift.
<b>GAUGES</b>	Hour meter, ammeter.
<b>SEAT</b>	Low back molded foam seat, 4½" fore-aft slide adjustment, on leaf-spring suspension. Optional deluxe suspension seat.
<b>ELECTRICAL FEATURES</b>	12 volt, 66 plate, 61 amp-hour capacity battery. Dash-mounted ignition switch. 3.2 amp, 12 volt dual circuit alternator with 60-100 watt A.C. lighting circuit.
<b>WEIGHT</b>	780 lbs. prime mover.
<b>IMPLEMENT DRIVE</b>	1" diameter splined PTO shaft clutched by two tight-slack "A" section belts.
<b>CERTIFICATION</b>	Certified to meet ANSI B71.1a-1974 which is specified in Federal and State OSHA regulations.

## CUTTING UNIT (MODEL NO. 30545)

<b>Type</b>	51½" width of cut, three blade, front mounted rotary.
<b>Performance</b>	Mows up to 18 acres in an 8 hour day @ 5 mph (2.25 Acres/HR.) depending on conditions. Deck offset 10¼" to the left; 10" uncut circle to the left.
<b>Height of Cut</b>	1" to 4", adjustable in ¼" increments in front. Four corresponding increments in the rear.
<b>Construction</b>	12 gauge stamped steel 5" deep Wind Tunnel® housing.
<b>Cutter Drive</b>	PTO driven bevel gear box. "AA" section belt drive to all spindles. 1" regreaseable spindles with one double row tapered roller bearings.
<b>Blades</b>	Three 18" long, 3/16" thick, heat treated steel blades.
<b>Suspension</b>	Two 8" front wheels. Suspended off the prime mover at rear.
<b>Lift</b>	Two hydraulic cylinders.
<b>Weight</b>	180 lbs. cutting deck.
<b>Certification</b>	Certified to meet ANSI B71.1a-1974, which is specified in Federal and State OSHA regulations.

## LEAF MULCHER (MODEL NO. 30771)

Optional attachment of 12 gauge steel with ½" diameter staggered holes. Mounts under cutter deck.

## V PLOW (MODEL NO. 30750)

<b>Construction</b>	48" heavy gauge steel construction with front skid and reversible/replaceable scraper blades.
<b>Weight</b>	160 lbs.

## V PLOW MOUNTING KIT (MODEL NO. 30755)

<b>Construction</b>	Consists of push arm attaching brackets. Required for mounting V Plow.
<b>Weight</b>	50 lbs.
<b>Accessories</b>	Tire chains included (Part No. 28-5470).

## SNOWTHROWER (30515)

<b>Type</b>	48" two stage with adjustable side skids and discharge chute.
<b>Weight</b>	280 lbs.
<b>Accessories</b>	Two optional rear weight kits required (Part No. 24-5780).

## SWEEPSTER BROOM

48" width with 30° left or right angle.

## OVERALL DIMENSIONS AND WEIGHTS (Approx)

	LENGTH	WIDTH	HEIGHT	WEIGHT
TRACTION UNIT	74"	42"	47"	780 lbs.
W/DECK	95"	65"	47"	960 lbs.
W/SNOWTHROWER	102"	50½"	47"	1076 lbs.
W/V PLOW	99"	48"	47"	980 lbs.
W/LEAF MULCHER	95"	65"	47"	1000 lbs.
W/BROOM	118¼"	52"	47"	1020 lbs.
W/CAB	74"	48"	82"	830 lbs.
W/DEBRIS UNIT	123"	65"	58"	1120 lbs.

## DELUXE SUSPENSION SEAT (30766)

<b>Suspension</b>	High quality air cylinder for maximum shock absorption.
<b>Adjustments</b>	6" total fore and aft, 2½" up and down, 3" suspension stroke.
<b>Capacity</b>	Adjustable for operators from 110 to 285 lbs.

## CAB

<b>Construction</b>	Tubular steel frame covered with polyester reinforced vinyl fabric. Special "low-temp" polycarbonate plastic side windows, tinted tempered safety glass windshield.
<b>Electrical Features</b>	Flashing amber caution light on top, rubber bladed defroster fan, heavy duty electric windshield wiper.
<b>Weight</b>	95 lbs.
<b>Accessories</b>	Light kit #30501 includes 2 35 watt lamps for fore and aft illumination, switches, wiring harnesses.

## ACCESSORIES

Tire Chains - 15 lbs.	Part No. 28-5470
Wheel Weights - 80 lbs.	Part No. 28-1270
Rear Weight Kit - 80 lbs.	Part No. 24-5780
Standard Seat	Model No. 30765

## IMPLEMENT AND ACCESSORY COMBINATIONS

	30545 Cutter	30515 Snow- thrower	30750 V Plow	Sweepster Broom	Cab	30765 Standard Seat	30766 Deluxe Seat
PRIME MOVER Model No. 30550, 760	Opt.	Opt.	Opt.	Opt.	Opt.	Opt.	Opt.
LEAF MULCHER Model No. 30771	Opt.	—	—	—	—	—	—
MOUNTING KIT Model No. 30775	—	—	Req.	—	—	—	—
TIRE CHAINS Part No. 28-5470	—	Opt.	Incl.	Opt.	—	—	—
WHEEL WEIGHTS Part No. 28-1270	Opt.	Opt.	Opt.	Opt.	—	—	—
REAR WEIGHT KIT Part No. 24-5780	Opt.	Req.	Opt.	Opt.	Opt.	—	—
HEATER Model No. 30878	—	—	—	—	Opt.	—	—
LIGHT KIT Model No. 30501	—	—	—	—	Opt.	—	—

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# FIRMS TOLD WHAT TO DO WHEN UNION KNOCKS

By JOE SUMMERS  
Business Writer

*Editors Note: Reprinted from the Fort Lauderdale News.*

Unions are coveting many South Florida industries' workforces, aided by a management attitude of "it can't happen to me."

That's the warning sounded by Dr. David J. Schwartz, chairman of the South Florida Manufacturers Association's Labor Relations Subcommittee, and Stephen Cabot, senior partner in a law firm that specializes in labor relations.

Schwartz and Cabot conducted a seminar recently for the SFMA on "What To Do When The Union Knocks." But, the two warn the industry that waits for the union to knock may have already waited too long.

"Our whole point is to make manufacturers aware of what they can do, legally and ethically to deal with labor-relations problems before the union knocks on the door," said Schwartz, president of The Management Consortium, a Fort Lauderdale consulting firm. Schwartz is quick to add that he's not anti-labor. He began his career as a union organizer.

"We can best illustrate the problem by taking the old real estate adage on the three words that make a successful builder: location, location, location," said Cabot, author of the book *Labor Management Relations Act Manual: A Guide to Effective Labor Relations*.

"Those three words for labor relations are: communication, communication, communication."

Schwartz and Cabot are in the business of representing the management side of labor relations, explaining how to avoid union and labor problems by improving management's relationship with employees.

South Florida is ripe for union organization, they say, because the unions are already strong in the populated Northeast, Midwest and West Coast industrial areas of the U.S. Florida's "right to work" law has lulled many employers into a false sense of security and the state's smaller companies are particularly ripe for unionization.

"If I were still a union organizer, I'd be in my car right now blanketing this area with union material," said Schwartz.

The disadvantages of a union shop from management perspective are many, including loss of control of the business, the inability of being able to deal with employees on a one-to-one basis, and declining productivity and efficiency, the speakers said.

What should the employer do if he's committed to non-union status?

"The best line of defense is getting their act together now, organize what they can do and say, before it's too late," said Schwartz. "The biggest mistake management makes is that they don't listen. The problem is that most companies, their managers, don't know how to communicate."

Most employers, it seems, are unaware of worker unrest due to such factors as working conditions, compensation, benefits or even job security. And management is too often surprised that the first evidence of unrest is presentation of a demand to hold a union election.

"Management generally underestimates, takes employees for granted," said Cabot. "You can't talk above the level of the employee, because he won't understand what you're saying and he'll resent it. You can't talk below them either. You have to talk at them, to them and through them."

The open-door policy contributes to less communication in many instances, Cabot added. The employer who says his door is always open to hear complaints assumes everything is okay when he doesn't hear complaints. But a low-level worker isn't going into the boss's office to detail what bugs him.

"Instead of being satisfied that it hears no grievances, the management should find a way to encourage grievances," added Cabot. "The feeling for job security, and not being able to get it, is most commonly what makes the employee seek an outside organization for help."

Schwartz agrees. "Being willing to deal with employees is the key. The employees in most industries seek dependence. If he can get that dependence from his employer, then what does he need from a union to get dependence for him?"

The key, Cabot concluded, "is understanding yourself, understanding your employees and understanding who the adversary is."

## LAKE CITY

*(Continued from Page 16)*

there were more women available, the owner would gladly hire more.

It would seem that such a program would have few if any problems. Not so, says Cheesman. He is highly concerned with reductions in vocational funding that may result in the elimination of small, high-cost programs, or worse, the expansion of the program without necessary staff and equipment. His question is one voiced by many: How do we maintain a high level of quality in an economic crunch?" It's a question that haunts many programs where small is beautiful.



## BY DR. IRWIN ROSS

The human brain is one of the most wonderful things in the entire universe. Most of us think of it as a delicate mechanism, which it is; but it is also sturdy and durable, a far more useful tool than is generally realized.

Here are five important facts, some turned up by recent research, which can help you to use your brain more efficiently.

### 1. Is there such a thing as "brain fatigue?"

Laymen often speak of "mental fatigue," thinking that long, concentrated mental effort produces tiredness in the brain itself. Yet scientists believe that this state cannot exist. Your brain is not like your muscles. Its operations are not muscular but electro-chemical in character, comparable in part to a direct-current wet-cell battery.

When your brain appears tired after hours of mental work, the fatigue is almost certainly located in other parts of the body, your eyes, or the muscles of your neck and back. The brain itself can go almost indefinitely.

What seems like mental fatigue is often merely boredom. In reading a difficult book, for example, you are torn between the desire to go on and the impulse to stop. It often is not fatigue that you feel but inattention and the inability to ignore distracting thoughts.

### 2. The brain's capacity is almost inexhaustible.

That part of your brain involved in thinking and memory, and all your conscious activities, has as its most important part 10 or 12 billion minute cells. Each of these has a set of tiny tendrils by means of which an electro-chemical message can pass from one cell to another. Thinking and memory are associated with the passage of these electrical currents. Quite possibly, people in general employ only 10 to 15 percent of their brains' capabilities.

How the brain stores its memories is still not fully known. Some scientists believe that each item of memory is contained in a loop of cells connected by tiny tendrils with an electrical current going around and around the loop, which might be hundreds or thousands of cells in length. Other theories suggest that the memory is somehow impressed, or *etched* on the cell, or exists on a chain of cells like knots in a string.

Be that as it may, the number of items that can be remembered is far greater than the total number of brain cells. After 70 years of activity, the brain may contain as many as 15 trillion separate bits of information. Thus your memory is a trea-

sure house whose size and strength are almost beyond human comprehension.

### 3. Age need not prevent your learning.

One of the commonest misconceptions about the brain is that as you grow older something happens to it so that further attempts to study are difficult. This is true only to such a minute extent that for most of us it is of no practical importance.

You are born with all the brain cells you will ever have; a few of them die from time to time, and are not replaced. Except in the case of a serious brain disease, however, the number that die is negligible.

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## Do you know your brain's unrealized powers?

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It is true that all old people suffer impairment of their physical powers, and that some experience a decline of mental power. The best current medical opinion is that, in both cases, what happens is a series of minor "accidents" to various parts of our marvelously complicated physiological mechanism. None of these may be serious by itself, but the total effect can be severe.

Yet severe mental impairment occurs only in part of the elderly generation. Everyone knows of men and women who are vigorous and alert mentally into the ninth or even the tenth decade of life. Their existence proves that impaired mental powers are not an inevitable accompaniment of the passing years, but a result of disease processes.

Science knows of no reason why the average person cannot continue to learn with at least 85 to 90 percent efficiency through the seventh decade and beyond. It would be a fine thing if retired people went back to school or college or began to learn new skills and subjects. On the false notion that they are "too old to learn" millions of elderly people cut themselves off from exhilarating intellectual adventures.

### 4. Your mental powers grow with use.

Like the muscular system of the body, the brain tends to atrophy with disuse, and to become better with exercise. This is proved by the fact that if the optic nerve is

destroyed early in life, the brain cells in the corresponding visual area of the brain stay undeveloped.

As your brain matures, the nerve fibers are surrounded with a fatty substance called myelin, and they do not function properly until this has taken place. A newborn baby lacks most of its myelin, which is one reason why we cannot remember much that happened before we are two or three years old. Many physiologists believe that intensive exercise of any part of the brain encourages the growth of additional all-important myelin.

Anything you do with your brain exercises it, though obviously there is more exercise in doing something difficult than something easy. The more reasoning you do, the easier it is to go on to new reasoning. The ability to memorize also improves with practice.

Every aspect of your personality is stored in your brain. This includes your will power, which is also developed by practice. Each time you exert your will to drive yourself to the completion of an unpleasant or irksome task you make it a little easier next time to do what you need to do.

### 5. The storehouse of the unconscious mind.

The most wonderful part of your mind is undoubtedly the unconscious, which lies below the recoverable memory and is thousands of times larger. We don't yet know very much about the unconscious mind, but we are learning fast and someday may know how to tap its great powers.

Your unconscious mind contains many millions of past experiences that, so far as your conscious mind knows, are lost forever. By means of several devices we now know how to bring back lost memories. One method is "free association," used by psychiatrists. If a patient lets his conscious mind wander at will, it can give him clues to forgotten things which, skillfully pursued by the doctor, will bring up whole networks of lost ideas and forgotten terrors. There are certain drugs which also help in this process; hypnotism, too, can be of tremendous value in exploring a patient's unconscious.

We can make more use of our unconscious minds. Innumerable people have found that they can profitably "talk to" their unconscious. Some people find that they can bid themselves to wake up at a certain time in the morning. You can sometimes even improve your tomorrow's mood if you will say to yourself when you go to bed—and believe it—that you will be more cheerful in the morning. ☺

*Editors Note: Reprinted from Sky, Delta Airlines Inflight Magazine.*





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# WHAT'S INSIDE IT A BET

If you're hardnosed about business decisions, you want to get the in-depth facts on a product before you buy. That's why we've put together this head-to-head comparison between the insides of an E-Z-GO and a Cushman. We took comparable top-of-the line models, E-Z-GO's GT-7 and the Cushman Turf Truckster. Here's what we found.

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**Power Source:** 18 horsepower OMC engine, tightly compartmentalized. Ground speed 0 to 22 mph.

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**Braking:** Hydraulic internal expanding.

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**Payload:** 1000 pounds.

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**Suspension System:** Torsion bars, leaf springs, front and rear shocks.

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**Dump Construction:** Single wall.

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**Headlights:** Single.

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**Seating:** Single seat for one passenger with back rest and hip restraint.

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**Price:** Virtually the same.

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