

ticular joy in the job and a club member who criticises the running of the club in a reasonable manner is very liable to find himself elected a director. Each new man feels that he must make some alteration to warrant his election and the consequent period of change and experimentation which each new board goes through is expensive and unsettling.

"The 'greens committee' is usually productive of its share of trouble. Good workmen are hard to get and the 'bossing' by well meaning but inexperienced directors leads to friction with the help who retaliate by doing less than a day's work and demanding more than a day's pay.

"By the appointment of a manager who has complete control of the organization, including discharging help, purchasing supplies, etc., and holding this manager directly responsible for the proper running of the club there is a continuity of operation which is lacking in most golf clubs. The manufacturers might not sell as many or such a variety of sprinkler systems, rollers, grass cutters, etc., etc., but they would benefit in the long run from more intelligent purchasing.

"In our case we estimate we have saved at least a third of the cost of construction and maintenance by this method, and have eliminated one of the most frequent causes of friction between club members."

"Over-Bossing" Is Peril

By CHARLES B. MILLS

THE small club too often has a surplus of managers. The greenkeeper scarcely knows to whom he should turn for advice and counsel. Worst of all he is without a definite authority for his final decision. Around many nine hole courses especially, there is an atmosphere of inefficiency and sometimes of friction. One member of the green committee thinks number nine needs sanding and another "opines" that such a process would ruin it. The greenkeeper doesn't know which one to offend so he does nothing or uses his own judgment and disgusts both.

The writer is a member of a small club that maintains a short nine-hole course and which boasts of an ex-blacksmith greenkeeper. He does practically all the work himself; repairs the mowers, changes the cups, cleans out the rough and fills the tee boxes. That fellow has become a regular handy man about the course. His transformation from a smithy to a greenkeeper has been complete. He talks of number seven and good approaches and replacing divots just like a life-long golfer with Scotch ancestry. Yet that man can hardly turn around without being given some conflicting instructions. Someone tells him to mow the fairways and another advises him to lay off and get on the greens. Still another tells him about some rich dirt down in the creek bed that ought to be worked into the greens at once even before they're mowed.

Yet this club is no more composed of

a bunch of dumb bells than any other. Scores of courses are being handled in the same manner, even those that boast of more adequate equipment and larger maintenance forces than ours.

What is the solution? I believe it is simply this—have fewer and smaller committees. Appoint greens chairmen especially who know something of grass growing and love it. A good greens chairman is just about the most valuable asset a golf club can have. Personally I believe the right man needs no committee. He can counsel with the president and directors about expenditures and other matters on which momentous decisions are required. But whether serving alone or as head of a committee he should be spokesman at the course. The greenkeeper should be expected to take orders from him and none other. He should do the buying for course maintenance or at least approve it.

It goes without saying that every club hasn't an indefinite number of members qualified to serve as greens chairmen. But in every club there is one (sometimes more) "turf nut," a man who gets more real enjoyment out of killing earth worms than from learning how to follow through. That's the man to snag onto. Make him greens chairman. Keep him greens chairman, and give him 100 per cent co-operation. Your club will be better off financially and every other way by the pursuit of such a policy.