

the fairway, which makes it ideal for the practice of run-up shots. The entrance from the drive is graded slightly, permitting the practice of chip-shots. There are five sandtraps around the green, all of different depths. This gives the golfer an opportunity to practice all kinds of sandtraps shots. This is a shot that the average golfer rarely plays well.

We used the topsoil out of these traps to build two mounds—one on each far corner of the green. These not only balance the green, but make it visible from any distance. We also graded the green a little, putting in a ridge. These two mounds make possible the practice of back-spin shots.

The size of the green is 65x75 feet. It was planted with creeping bent stolons, and is located close to the clubhouse. This is a feature that should be kept in mind when building a practice green, because it enables members awaiting their turn to play to practice while they wait. You can also hold approaching and putting tournaments on such a green without interfering with the regular play on the course. A string of lights over the green makes night putting possible.

Clubs will find this type of green a great convenience, as well as a distant benefit to the members.

The item of expense is negligible. The cost of the Maple Hills practice green was not in excess of \$150, including labor and everything. In my opinion this was \$150 well spent.

“Let 'Em Speak Up,” Says George Anderson

At Bloomfield, Conn., the Tumblebrook Country club members and their guests witnessed a smooth and efficient job of club operation. George Anderson, who is manager there, attributes the success, first of all, to co-operation from the house committee clear down to the house man, and then to encouraging all of the force to speak up, when they have any suggestions to offer. Anderson says of his policy:

“I have a first-class force, and take a great deal of pains in selecting them. I hold on to my people and make good workers out of them by showing my appreciation of what they may do by giving them extra days off in the dull season.

“I do not want people around me who are afraid of me nor hesitate in saying what they think. I encourage them to

give me their opinion, and if good, I say so outright. I do not ask anyone of my employes to do unreasonable things, or do I expect them to do anything which I would not do if our circumstances were reversed. When an emergency comes up and extraordinary effort is required on their part, I do not hire extra help, but have my force do it all and give them a tip and ‘thank you.’ In that way, they are always looking forward with a smile for the next occasion.

“I pay my people all I think they are worth. I make it my business to raise a man's pay if I think he is worth more than he is getting. It is only human nature that a man should appreciate a small voluntary raise much more than he would a little larger raise if he had to ask for it himself.”

“With Heart Bowed Down,” He's for the G. M.

Apparently the following letter was written GOLDFOM after a board meeting at which “hell was popping” for the last paragraph, deleted for the good of the cause, questions the intellectual standing of a man who allows himself to be elected a golf club official. The letter, which is signed, “The Poor Secretary,” endorses the general manager idea as a solution of management problems. The writer states:

“It seems as though a manager who has absolute control over every department would be more successful in the management of a club than where each department was run independently, and on its own hook.

“A manager would here be a good green-keeper, a good chef and pro, and they would be under his supervision. The manager would not have to necessarily be any one of these men himself, but if he were a good manager he would know whether his work was being done. You, as editor of GOLDFOM, don't have to be a paper-maker or bookbinder, but you know whether your goods are made right.

“Each head of these departments would compare notes with the manager as to what purchases they would have to make, and in that way the finances would be controlled by one hand on one throttle. When each department is allowed to spend carte blank, the club soon goes on the rocks—and the same rocks would be reached if each committee and its chairmen were allowed to go ahead in their own way.