

The Ten Laws of Correct Labor Management

By T. H. RIGGS MILLER

AT the beginning of the new season, it is a good time to draw attention to that part of greenkeeping whereby the greenkeeper puts into practice his knowledge of the cost of labor. It matters not the experience a greenkeeper has had in the production and treatment of turf; it is absolutely necessary to have men carry out his ideas, and it is the efficiency with which this is done that determines the cost of golf at the end of the year.

To accomplish this, it is necessary to know and to understand the laws of management, and to have daily reports of the efficiency of men and machines employed. That there are any scientific laws of management will be denied by many, but such a denial cannot be logically maintained. If there is a science of psychology, there must be a science of management; for management is a mental process that follows certain definite laws, complex at times, but none the less definite when once understood.

The management of enterprises, such as construction and maintenance work on golf courses, is still an art. Nevertheless, there are certain underlying principles of effective management of men, which may be expressed in laws. The most important of these are grouped by Gillette and Dana, under 10 general headings, which are as follows:

1. The law of the sub-division of duties.
2. The law of educational supervision.
3. The law of co-ordination.
4. The law of standard performance, based on motion timing.
5. The law of divorce of planning from performance.
6. The law of regular cost reports.
7. The law of reward increasing with increased performance.
8. The law of prompt reward.
9. The law of competition.
10. The law of managerial dignity.

The main characteristics of each of these are, briefly:

The Law of Sub-division of Duties

Men are gifted with faculties and muscles that differ extremely. One man will excel at running a tractor; another is better at lifting loads; a third at arithmetic; a fourth is a born teacher—and so on through the whole line of human occupation. Moreover, practice helps to improve these inborn differences. It is clear, therefore, that the fewer duties one man has to perform, the easier it is to find men to do it well. But give a man many duties to perform, and he is bound to do at least one of them poorly, if not altogether bad. Hence, the following law of management. *So organize the work as to give each man a minimum number of duties to perform.*

The Law of Educational Supervision

It is not alone sufficient to give instruction to workmen from time to time by word of mouth, but all important instructions should be reduced to written or printed form. The second law of management is simply: *Secure uniformity of procedure on the part of the workmen by providing written rules, supplemented by educational suggestions or hints to guide them in their work.*

The Law of Co-ordination

An examination of almost any golf course will disclose the fact that some men spend considerable portion of their time waiting either for somebody else to do something, i. e., waiting for tools, or to adjust their machines, or for materials to arrive, before they can proceed. The necessary adjuncts to proper co-ordination of work are:

1. A carefully-drawn schedule of performance.
2. Regular arrivals of materials and supplies.
3. Prompt and proper repairs to equipment.
4. The proper quality of supplies.

The best method, so far, that has been devised for making things happen on time, is a TIME TABLE, and then live up to it as far as interruptions of the weather and limitations of human nature will permit. To prepare a time table properly, it is

DAILY LABOR SCHEDULE FOR 1928

NUMBER OF MEN	6 MEN	6 MEN	6 MEN	ONE MAN	ONE MAN	6 MEN	6 MEN	FOREMAN	3 MEN	ALL MEN		
WORK TO BE PERFORMED	GREENS POLE & CUT	TEES CUT & PATCH	APPROACHES & GREEN BANK CUT	FAIRWAYS CUT	ROUGH CUT	BUNKERS & MOUNDS CUT	BUNKERS RAKED	CHANGING HOLES, TOWELS & TEE PLATES	WATERING GREENS WHEN NECESSARY & GREENS BEH MENT	PREPARE & SCREEN COMPACT CLEAN & REPAIR TOOLS MACHINERY		TOP DRESS - WORMING - FERTILIZE SPRAYING, WEEDING, GENERAL RENOVATION.
SUNDAY	6 to 8 a.m.							8 to 9:30 a.m. & 10 to 11 a.m.	3:30 to 4 p.m.			Feedless greens every first Monday Tuesday of the month if no tournaments are held.
MONDAY		7 to 9:30 a.m. & 12 to 1 p.m.		ALL DAY	ALL DAY			Before 9 a.m.	2:30 to 4 p.m.	WET DAYS		12:30 to 4:30 p.m.
TUESDAY	7 to 9 a.m.			ALL DAY	ALL DAY	9 a.m. to 4:30 p.m.			3:30 to 4 p.m.	WET DAYS		
WEDNESDAY				ALL DAY	ALL DAY		7 to 9 a.m.		3:30 to 4 p.m.	WET DAYS		9 a.m. to 4:30 p.m.
THURSDAY	7 to 9 a.m.			ALL DAY	ALL DAY	9 a.m. to 4:30 p.m.		Before 9 a.m.	3:30 to 4 p.m.	WET DAYS		
FRIDAY		7 to 9:30 a.m. & 12 to 1 p.m.		ALL DAY	ALL DAY	12:30 to 4:30 p.m.			3:30 to 4 p.m.	WET DAYS		
SATURDAY	6 to 8:30 a.m.							8:30 to 12:00	Before 9 a.m.	3:30 to 4 p.m.	WET DAYS	

The week consists of 51 working hours: 9 hours on Monday to Friday, inclusive, 6 hours on Saturday. Overtime is paid as straight time. Sunday pay is double time. Work inside on rainy days.

The author has been using a schedule similar to this for the last three years. It is put into effect as early in the year as possible generally early in June and is followed religiously until at least September 15th. Before and after this period, when the growing season is not so vigorous, there is plenty of opportunity to do odd jobs.

necessary to know how fast work can be done under conditions which are to govern it. It needs no argument to show that bad equipment, a broken tractor, a wet compost pile, is a sure obstacle to co-ordination of work. When men are working separately, such as cutting greens, the time limit will help to co-ordinate. The third law of management is: *So schedule the performance of each man or gang of men that they will work in perfect co-ordination with other men or gangs of men, either adjacent or remote.*

The Law of Standard Performance, Based on Motion Timing

This is drawing the line too fine for greenkeepers. I doubt if six greenkeepers in the Metropolitan District use the same methods. There is no reason why they do not standardize to a certain extent. There must be a best way of doing things on the golf course, but this is a subject too long for discussion now.

The Law of Divorce of Planning from Performance

According to the old-style methods of management, each foreman, in addition to his other functions, was left largely to his own resources in planning methods. This multiplicity of duties can only be performed by a foreman with a multiplicity of talents. The modern system of management consists, as far as possible, in taking away from the foreman the function of planning the work. For this reason, a great number of greenkeepers have been acting as foremen, not giving themselves time to plan and analyze their own methods. It behooves every greenkeeper who wants to have time for self-improvement, to provide himself with a good foreman. For the minute he takes his nose from the grindstone, he will get another point of view, which will be reflected by improvement in the golf course.

The brain is an organ that requires frequent exercise in doing the same thing before it becomes proficient enough not to suffer fatigue. Thus, similar to a man learning to play golf, a half-hour lesson will tire him more than thirty-six holes after he has become proficient. Repetition develops skill, and skill gives pleasure. To a strong man, used to his work, there is actual pleasure in mowing hay. On the opposite, fatigue merges into pain, and work becomes repulsive. Another, a man, no matter who he is, can do his work bet-

ter, vastly more efficiently, when he is being coached, than when he is his own guide, philosopher and friend. This is true on the rifle range, or on the baseball diamond. The coach must know his business, of course. Summing up, we have the fifth law: *For maximum economy of performance, the planning of methods of doing the work should be the sole function of the greenkeeper, who may not be a working man himself, but who has a foreman to take direct charge of the workmen.* Of course, it is hard to make some greenkeepers see this, and very much harder to make the committee see it. Some green-committees expect the greenkeeper to cut greens, as well. What can they expect in the way of planning and development from a fatigued brain?

The Law of Regular Unit Cost Reports

Having planned a method of performance, it becomes necessary to secure daily, weekly and monthly reports of such completeness that the chairman of the green-committee can tell, with very little effort, what the actual and relative performances are. The sixth law may be expressed as follows: *Report all costs in terms of units of such character that the comparison becomes possible even under changing conditions, and let these reports be made daily, if possible; weekly in any event, and with a monthly summary.*

The Law of Reward Increasing with Increased Performance

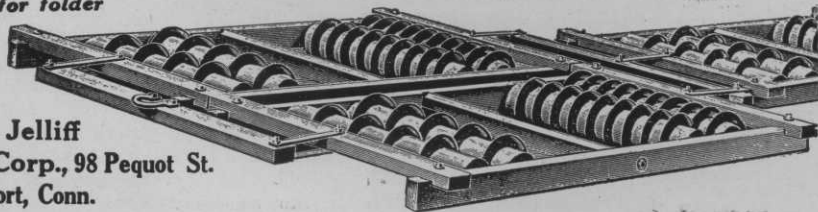
All payments for work should be in proportion to the work done. This is a fundamental law of economic production. When this law is ignored, as it is practically ignored today on every class of work, the producer ceases to take keen interest in his work. Under the common wage system of payment, one man receives the same as another, regardless of his skill or energy. Individual incentive is lacking, save as it is supplied by fear of discharge. This situation is somewhat different on a golf course, on account of the varied operations which supply, to a great extent, interest in the work, provided the men are paid the same wages as are current in the district. I believe that young men are better than old men on a golf course. For this reason, I make a practice of securing men between the ages of twenty-eight and forty, and do with one man less, in order

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The scientific staff of the Bayer Company, Inc., manufacturers of Uspulun, the original organic mercury seed and plant disinfectant, were not quite satisfied however. They believed that the stimulant might be compounded with the disinfectant and the practice of brown patch control simplified through the application of one compound which would not only kill the fungi concerned, but would stimulate the weakened grasses as well.

Two years of research were devoted to the development of this idea and finally such a material under the name "Nu-Green" was placed on the market by the Bayer Company in the spring of 1927, with the result that it was widely tested during the past year and has received high commendation by greenkeepers and green-committees throughout the country. It controls brown patch and restores the diseased greens to normal condition about two days sooner than was possible by the old method, its sponsors state.

The response of greenkeepers in adopting

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Ten Laws of Correct Labor Management

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to pay a higher rate, as an incentive for better work.

The Law of Prompt Reward

Any reward or punishment that is remote in the time of application has a relatively faint influence on the average man's conduct. To be most effective, the reward or punishment must follow swiftly upon the act. The lower the scale of intelligence, the more prompt should be the reward.

The Law of Competition

The pleasure of the competitive game lies in conquering your opponent, and this follows logically from the fact that competitive games are an evolution from the

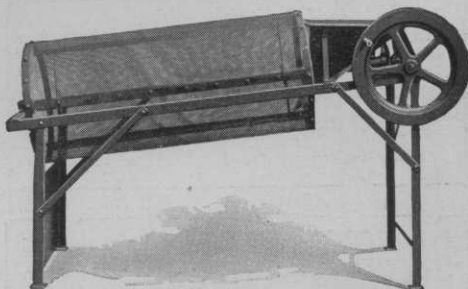
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primitive chase or battle. Work conducted as a competition becomes a game, and thus stimulates those engaged, not only to strive with great energy, but to take keen pleasure in the contest.

Pitting one man or gang of men against another man or gang of men easily arouses the spirit of contest. But it is impossible to maintain this spirit indefinitely without following the seventh law; namely: *Make the reward proportionate to the performance.* When this law is observed, an added spirit is given to men by pitting one against another.

The Law of Managerial Dignity

That there should be anything like caste among managers of men seems, at first, repulsive to democratic principles of government, whether the government be political or industrial. Nevertheless, a good manager of men is never "one of the boys." Managerial control reaches its acme in the army, and there we find class distinctions most scrupulously observed. The officers do not dine with the men, nor do they form close friendships with men in the ranks. Familiarity breeds contempt, or, at least, it breeds the feeling that the great man is not so great after all.

All greenkeepers are under a constant fire of criticism by their men. They compare you with the other greenkeepers who were there before, or with some greenkeeper they knew at another course. The best shield a greenkeeper can wear is the protection afforded by distance. His little foibles—and all men have them—may be thus kept concealed. Men of less mental endowment will always seize upon the little defects of a greater man's character or attainment as evidence of lack of superiority.

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For each detail of the work, every man should be responsible to some particular man higher in authority. There should never be any doubt as to whom a man is responsible; but it does not follow that a man should be responsible to only one person, except for certain acts. What is emphasized is the importance of not dividing the responsibility for any particular act. A green-chairman or member of the green-committee should never give orders to a workman, and members should not even speak to a workman on the place. All orders should come through the green-keeper to the foreman. To do otherwise will not only result in reducing the workmen's respect for the foreman, but will frequently anger him, on account of the loss of dignity in the eyes of the workmen. We sum up the tenth law thus: *Discipline is best secured by managerial dignity, and dignity is best preserved by social separation from the workingmen, and by an invariable demand of obedience to those responsible.*

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