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Burnham Woods Golf Club
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Palo Alto Country Club
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Oneida Golf and Riding Club
Green Bay, Wis. (18 holes)

Garden of Eden Golf Club
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BEGIN PROBE OF GOLF CLUB

House Operation

METHODS AND POLICIES

By JACK FULTON, JR.

IN JULY GOLFDOM will begin the first thorough survey of clubhouse operating methods ever made by an organization. This work is undertaken at the suggestion of numerous club managers and officials who have vainly endeavored in the past to obtain a definite idea of the policies and methods employed at other clubs. It is confidently expected that lively co-operation will be extended by club managers and officials to this work for its purpose is to provide helpful, comparative data that will make the work of the manager most resultful and better understood by his club and its officials and to furnish guidance to club officials in their efforts to make the clubs' operating policies and practices such that they will give some hope of an even break for the year instead of the customary deficit.

These are changing times in club operations. Hitherto club policies have been rather vague. No one seemed to know specifically what was to be considered the governing influences. Consequently, in such bewilderment, it was to be expected that

there must be disagreements, misunderstandings and deficits. In food service, to cite one phase of the change, there seems to be due a marked revision of the general practice. It came to our attention recently that the Brentwood Country club having tried out cafeteria service in the grill, changed from this type of service to table service as the result of Board action required in an emergency. When an opportunity was afforded to poll the members it was learned that the majority preferred the cafeteria service. At Olympia Fields the cafeteria service is tremendously popular. Has the drug-store counter idea of rush service and simplified menus changed the eating habits of men to the extent that it will revise country club food service? What will be the saving to the club? It is such subjects as this that the survey will endeavor to handle to some definite conclusion.

The survey will be conducted on the questionnaire plan, with well known club managers and officials being sent certain questions for answering. We realize fully

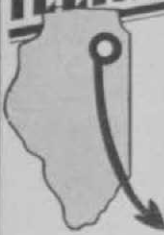
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that replying to these questions will require time and thought at a period when the manager is right in the thick of the battle. However, as the work is being done for the betterment of the managers' results and for promoting a sympathetic and intelligent appreciation of his problems, we trust that we will have their valued assistance.

Survey's Plan

The general division of the survey will be into three parts: (1) The policy of the club and its controlling factors; (2) the planning of food service departments in new club structures and revision for greater efficiency in existing clubhouses; and (3) the management of food service and other clubhouse operations.

The outline of the material to be obtained from managers, presidents and house-committee chairmen follows:

GENERAL OPERATING POLICY

Dependent on class of members

- Social status
- Financial status
- Age
- Metropolitan or small town
- Compared with other neighboring clubs
- Fraternal organization or sectarian
- Kickers or easy to please

Dependent on number of members

- Active golfing members
- Active house accounts
- Social, tennis, or other limited privilege members
- Clubhouse available for non-member events
- Guest average

Dependent on location

- Handy to homes
- Handy to offices
- Competing food service establishments
- Other country or city clubs competitive
- Location of food supply sources
- Fuel available

Dependent on help

- Waiters or waitresses
- Employees' housing facilities
- Location of labor supply.
- Wage scale
- Size of staff (1) ordinary, (2) peak loads

Entertainment policy

- Dances
- Bridge parties
- Trade tournaments
- Private parties

HOUSE FACILITIES**Kitchen**

- Size of kitchen
- Location of equipment
- Maintenance of equipment
- Depreciation of equipment
- Service routing
- Employment of labor-saving machinery
 - (a) Saving in space
 - (b) Saving in time
 - (c) Saving in operating cost
 - (d) Does saving justify investment?
 - (e) Ability to handle rush loads
 - (f) Hours use is made of equipment
- Ventilation
- Type of meal service as governing equipment selection
- Storage facilities
- Refrigeration facilities
- Food preparation and service book-keeping

- (a) Budget preparation
- (b) Checking with budget
- (c) Checking purchases
- (d) Checking sales
- (e) Checking inventories
- (f) Labor costs
- (g) Cost analysis

Labor organization and management

- (a) Kitchen employees
- (b) Waiters

Menu preparation

- Buying
 - (a) Meats, fowl, sea-food
 - (b) Canned goods
 - (c) Vegetables (1) Operation of club garden, (2) Purchase from outside suppliers
 - (d) Bakery goods (1) Operation of club bakery, (2) Purchase from outside suppliers
 - (e) Other edibles and beverages
 - (f) Kitchen equipment accessories
 - (g) Using weather reports as buying aids

Hours of operation**FOOD SERVICE**

- Location from kitchen
 - (a) Main dining room
 - (b) Grill
 - (c) Porch
 - (d) Dance floor area
- Table arrangement
- Service facilities arrangement
- Cafeteria or grill service
- Hours of operation
- Analysis of times of demand
- Analysis of members' menu preferences
- Serving costs

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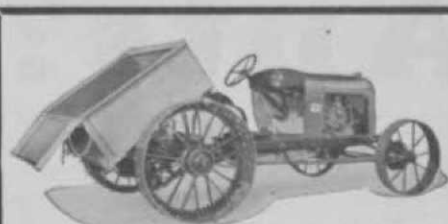
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Handling complaints

- Food
- Service
- Charges

"Dressing" the service

- Waitress, or waiter apparel
- Table decoration
- Dining room and grill room decoration

Food service to children

Food service to rooms

Food service to employees

Food service to chauffeurs

LOCKER-ROOM SERVICE

- Men's
- Women's

Service bar

- Stock
- Number of employees

Showers

- Location
- Equipment (1) Water heaters, (2) Mixers, (3) Dressing compartment, (4) Powder and other toilet accessories, (5) Bathing sandals

Clothes pressing, laundry and shoe shining service

Clothes and shoe dryers

Handling guests

Layout of locker-rooms

Avoiding cell-row appearance of locker-rooms

DORMITORY SERVICE

Assignment of rooms to members and guests

Price of rooms

Choice of room equipment

Interior decoration of rooms

Housekeeping

Housing club employees

LAUNDRY

How much work should club have to install own laundry

Location of laundry

Selection of equipment in laundry

Operation

- By full time employees
- In unused time of other employees
- Costs and charges of laundry work

ACCOUNTING METHODS

- Cost keeping
- Members' billing
- Budget preparation
- Checking with budget
- Comparison with other clubs on same accounting basis
- Collection methods

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BUSINESS DEVELOPMENT

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- (b) Printed matter
- (c) Solicitation of outside events
- (d) Guaranteed minimum monthly house account

MANAGER-OFFICIAL-MEMBER RELATIONS**Costs and Cost Systems Probed**

Any suggestions for changes or additions to the above outline will be welcomed, of course. The matter of costs, and cost systems, now receiving the attention of a committee on standardized accounting methods, appointed by the Club Managers Association, will come in for particular attention in view of the effort being made to get golf club costs on a basis that will permit comparison.

General Orders for Green-keeping Staff

THE working force of any organization is continually subject to change and new recruits require a certain amount of training before the superintendent can leave them at their tasks with confidence that the work is going forward smoothly and efficiently. The following general orders should be understood and adhered to by the maintenance staff.

General

1. Remember that the players are the first consideration on the course. Be on the alert at all times in case a match may come up unexpectedly and your work or position interfere with play.
2. Do not stop work unnecessarily to watch the play. Members are liable to report such matters to the green committee.
3. Always gather up loose paper, sticks, rubbish, etc., that the course may be kept in a clean, tidy condition at all times.
4. Replace divots inadvertently left by the player.
5. Never leave wheelbarrow or tools in an exposed position, and on no account leave tools lying in bunkers.

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