

BUSINESS DEVELOPMENT

- (a) Co-ordination with entertainment, sports and pastimes and bridge committees
- (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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6. Report to the Greenkeeper at the first opportunity anything unusual that has come to your notice, such as broken fences, flag sticks, hoof marks, washouts, etc.

7. Answer all questions from players civilly and concisely.

Instructions to Greensmen Mowing Greens:

1. Do not touch adjustment on mower; report immediately to Greenkeeper if machine is not working properly.

2. Keep mower well oiled, but not too much, as drippings from machine will make dead spots in grass. Always wheel the mower back and off green to oil it and leave oil can in a place where it will not harm the grass if knocked over.

3. Outline green by circling twice. This is to give a clean-cut border.

4. Strike a swath through center of green at different angles from previous day's cut. Finish one-half from center to border in straight, even cuts from edge to edge, then repeat with other side. Be careful not to scar in turning at the ends.

5. Pile the clippings in a tidy heap, well away from the playing area, for removal to compost heap.

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JULY, 1929.

Cover View: Scene at Pebble Beach, Calif., where National Amateur Championship will be played.

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6. Carry a knife and remove individual weeds, as dandelions, and plantains, when first seen.

7. Report weedy conditions, presence of worms or ants, and any general defect that may be observed, when first noticed.

8. Wash off mower with hose on return to barn.

Bunkers:

1. Rake sand in traps by drawing from the center to the sides and pull the sand well up onto the turf.

2. Report if you think grass on mounds is too long, as after a soaking rain it might grow so fast as to escape the greenkeeper's notice.

Tractor Mower Operators:

1. Do not alter adjustment on gang mowers, but report to Greenkeeper or Engineer if the units do not appear to be working right.

2. Go over the tractor thoroughly every day to see that all oil and grease cups are free and lubricating properly.

3. Replenish gas, oil and water before putting tractor away at night.

4. Report to Greenkeeper if engine is not functioning properly.

5. Maximum speed 4 to 5 M. P. H.

—C. H. L. Knuth in *Canadian Golfer*.

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