

My Employes Have Been with Me for Years

By EARL PORTER

Manager York G. C. (Hinsdale, Ill.)

THERE is nothing more annoying to the manager than the disturbing news that one or more valuable members of his house staff will not be back when the club opens in the spring. Not only is there the bother of finding proper substitutes, but there is always the doubt whether or not the new men will prove satisfactory after the club opening, when forced replacements are always the source of trouble and complaint from the members.

Anything the manager can do to bring the same employes back year after year is therefore very desirable. I have had considerable success holding my workers and believe attention to the following ten points is responsible:

1. Treat your employes as you, yourself,

would like to be treated. Maintain the dignity of your managerial position, of course, but be human.

2. Create a home-like atmosphere among them; remember, no matter how down-and-out they were when you hired them, they are away from home and appreciate the home-like touch.

3. Have them come to you with their troubles, both those connected with their jobs and purely personal problems. Help them solve them.

4. Take more than just a bossing interest in their affairs. Greet them pleasantly when you meet them in the morning; call them by their first names.

5. Never create the impression that you are superior socially to them, simply because you happen to be their boss.

6. Encourage them to make suggestions for improving service and let them try them out. An employe who has "invented" a new service, always takes a greater interest in his work.

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7. Listen to their experiences in the past at other clubs. Not only will the manager receive valuable suggestions that can well be put into effect at his own club, but the employe, made to feel he is being consulted, is pleased with his importance.

8. Encourage them to play golf on their day off. Loan them a set of clubs if they don't own one already.

9. Make them feel that your club is more than just a place to work.

10. Do everything you can to encourage the members to take more than just a hired-servant attitude toward the help. When talking to a member about an employe, mention his value to the club and how you'd hate to lose him.

Keep these points in mind while going about your daily managerial duties and you'll find, as a result, your help are satisfied, willing to work and will report back on the job at the opening of each season.

Dining Room Profit Is Not Impossible

By PETER C. HAUSEN

Manager Edgewater G. C., (Chicago)

LAST year and also the year before we operated our dining-room on a profitable basis. If anyone figures his overhead, his food costs—in short how much it costs him to put the food before the members, he then will know how much to charge in order to make a profit.

Of course, fluctuation in the number of patrons served in a country club, resulting from weather conditions, plays an important part. If a manager has purchased his supplies in advance for Saturday, Sunday and Monday and finds that the weather man has sent rain on Saturday forenoon and forgets to let it stop until Monday afternoon, he will find his ingenuity sorely taxed, if he wishes to emerge "on top." Fortunately this happened but once last season.

It requires constant watching, in order to have supplies in fresh condition. Never overstock. Keep things moving, and above all, study the tastes of the membership and buy accordingly. There is no need for any club to keep goods on hand that are not in demand, just on a chance that someone "might" ask for them. That is where your loss comes in. But on the other hand,—any article, not on the bill of fare, can be had, if ample notice is given.