

7 and 12 greens." It becomes "John, you mow number 5, then 12, then 7 and end upon 8." John is routed so that there are the least number of occasions to stop for any cause whatsoever.

Laborers (and you and I) are alike, industrious if there is nothing else to do, but we are willing to stop at every opportunity. If a greenkeeper so directs his men that they have many occasions to be distracted from their work, the greenkeeper is at fault. What are stopping possibilities? The meeting with a fellow laborer, a drinking fountain, an apple tree in fruit, the end of a job, hose across a green that has to be moved to permit the green being mowed. There are many other occasions each of which may cause the loss of from 5 to 20 minutes time. Don't blame the laborers if they stop,—reduce the stopping places. One hour's planning for a stretch of the course could easily save an hour of the laborer's time each day.

The laborer will do (so would you if you were in his place) just about as much work as you expect him to do, less a little bit "that he is entitled to" each day. Many golf courses are paying the price of "I'll allow you so much time for the job each day." Just to show the greenkeeper that he is wrong, the laborer soon "requires" 15 minutes more.

Of course with certain jobs such as mowing the greens there is not a great variation in the daily time. There should be, however, and the greensman should be encouraged to come in *as soon as is reasonably possible* after finishing his work, and not to stall until all mowers are in, or to be in at a regular time each day.

Inefficiency is bound to follow "example work" (here again have I been caught). "Here let me show you how to do that." Grab the pick, mower or whatever it is and work like a Trojan, fast and furious (until you get tired) and because you are boss you can stop. Drive the man to your example pace. He'll work as hard as you did (while you're watching) but how he will loaf afterwards! Young foremen are more frequently guilty of this offense than the old timers.

Efficiency is gained by having the men play cards, or go home with pay, rather than do some obviously foolish job just to take up the time. I know of 1,000 flats that were mowed from the southeast corner to the northeast, then to the southwest and again to the northwest corner

in order to give the men something to do. Before they started mowing the men knew why they were told to mow them. Lazy habits are easily acquired and the inability of a foreman to have *real* production or construction work to do causes loss of respect. All tend toward lowering the efficiency of laborers.

Given laborers with good specifications, in jobs having comparable specifications, and directed so that there is a minimum number of occasions for stopping, and very few will shirk their work. They will do a fair day's work for their employer and for themselves.

## Mrs. A. R. Gates, Wife of Pro Administrator, Dies

Glencoe, Ill.—Mrs. A. R. Gates, wife of the business administrator for the P. G. A., died suddenly of a heart attack at the Gates home, November 12. Mrs. Gates suffered a previous attack during the St. Louis Open but was thought to have recovered completely. She attended the theater with Mr. Gates the evening of the 11th in apparent health and died early the following morning.

Mrs. Gates was former women's golf champion of the South Shore C. C., Calumet C. C. and the old Washington Park C. C. She was prominent in social and club circles, being an active member of the D. A. R. and the Daughters of the British Empire among other organizations.

She was a woman of charming personality and her untimely loss is mourned by a host in the golf field. Besides her husband she is survived by one son, William A., two sisters and three brothers.

## Wisconsin Plans Greenkeeping Short Course for 1931

Beloit, Wis.—Charles Bingham, 1253 Eighth st., greenkeeper at the Municipal course, is writing members of the Wisconsin Greenkeepers' association in his capacity as vice-president, soliciting suggestions for the second short course in greenkeeping to be held at University of Wisconsin, Madison early in 1931. Prof. J. G. Moore of the university faculty again will be in charge. The registration fee will be \$10.00.

Greenkeepers in Wisconsin and adjoining states are invited to advise Mr. Bingham of their intention to attend the course and detail any points they would like to have covered in the curriculum.