

The mirage of yesteryear is pointed in its contrast to the country club management of today.

Look about you at the club rooms with the smart and tasty arrangements, the snappy-groomed and uniformed attendants, ultra-serviced dining rooms, enduring co-operation among manager and employee, the clean shining kitchens, and you will see the result of successful supervision made possible by the present efficient arrangement of officers in a club. Man preserves the sanctity of his home, and the clubhouse is home to the wide-awake manager.

I speak of the above from my own experience. We have the usual board, and I operate under one man only, the chairman of the house committee. I work out my plans to be submitted, always with an eye towards banishing waste and extravagance, present it to the chairman of the house committee, and he, in turn, has it passed before the board, and my answer is back on my desk. No hitch, nor unpleasantness, and all with clock-like tactics. My work is a pleasure to me. I am sure I would find difficulty working under dissimilar conditions. No businessman, operating a trade office or any other kind of business, can boast of smoother methods than we have here.

Locker-Room Operation

As an example, I want to point out a few features in the locker room: 1. Plenty of guest lockers in each aisle of locker-room. 2. Telephone inside of shower-room enabling member to have his call convenient to his shower. 3. Being exacting in detail, I have everything from a razor blade to an umbrella in the locker room to meet the demands of the man accustomed to good service. 4. In the wash-room, we have put in adhesive tape with scissors hanging on the wall for use. 5. There, also, they can find everything from an eye-cup to mouth-wash. 6. Our new fountains of the latest type, filter attached, has won high favor over the former 5-gallon water bottle type. 7. Radio in every room of the clubhouse, pouring forth effervescent melodies and current events.

I am a firm believer in as near-to-permanent organizations as I can create, but, of course, the winter break makes that not quite possible, yet by the donation of a goodly season-bonus and a small increase in salary, I have had the good fortune to retain about 90 per cent of my most de-

sirable employees year after year for the three years I have managed this club. I have found that breaking in new employees is costly.

Watch Over Food Quality

It is needless to say, of course, that we use only the best of food commodities obtainable. A satisfied palate seems to be more beneficial than a few dollars increase in the restaurant surplus. We serve a dinner for \$1.75 of chicken and steak, and a \$1.50 dinner of roast-beef, chops, eggs, etc. The waitress orders the meat course as she serves the appetizer; no delays, smooth-running efficiency, and up to the minute detail in serving the man who desires impressive service for himself and family.

Our store-room is in charge of a competent young man, who checks all of the articles in and out, a perpetual inventory system entered on index cards; fluctuating price, size of article, poundage, brand, materials used daily, etc.; and then a daily list kept of what is needed.

Our clubhouse has been operating on an even-break and sometimes surplus basis. The restaurant, being such an uncertain proposition, has had both red and blue ink, but not much of either.



The eighteenth at Bierly-Jansen indoor course at General Motors Bldg., Detroit. One of the five cups gives a free round.