

Managers in Annual Confab Push Battle for Sound Economies

By HERB GRAFFIS

AN illuminating tip-off to what the country club managers are up against in their effort to put clubhouse operation on a substantial business basis was given at the fifth annual convention of the Club Managers' Association of America, held at Pittsburgh, Pa., Feb. 24-25, too late to present details in March GOLFDOM.

For two years the managers' organization has labored to make headway with a standard form for country club accounting. Standard form for city clubs was adopted last year and already is enabling managers to make helpful comparisons of operations and results. Country club managers have had to work with accounting systems bequeathed them by previous regimes of officials, and so stubbornly does the old order change that it is with difficulty that the managers are getting to the starting place of standard accounting. However, the Pittsburgh meeting resulted in setting up a standard accounting system that the many country club managers in attendance considered would tell the truth, the whole truth and nothing but the truth. It is expected that this form will be ready for circulation inside of a month, after Col. C. G. Holden, Olympia Fields, and Frank Murray, Ravisloe C. C., co-chairmen of this standard form committee, have checked their decisions with Paul

Simon, national authority on hotel, club and restaurant accounting.

In the absence of John L. Keenaghan, president of the Club Managers' association, Vice-President Tom Jones of the Harvard club, Boston, presided. Keenaghan had just been appointed to one of the premier club jobs of the country and couldn't make a getaway to join approximately 400 of his comrades.

It is the policy of the Club Managers' annual conventions to focus on subjects of general national interest, leaving a great part of the detail work in the hands of the very active sectional chapters of the organization. For that reason, such matters as the relations between managers, professionals and greenkeepers and the managers' association internal affairs occupied the attention of the convention. On the other pages of this issue are given details of the historic harmony meeting between representatives of the department heads.

Pick Their Members

A net gain of 118 members during the last 12 months of the association's history was reported. The group has \$2,137 safely stowed in the kitty, all the income being from modest dues. This figure could be increased decidedly were the managers to loosen the bars on entrance. Local committees pass on the qualifica-



Tom Carey, pres. Club Mgrs. Assn., 1931.

tions of candidates and employ such stringent admission principles that the association membership is a mark of proved ability rather than just something that issues a card to a man—or woman—merely because the candidate is a natural born joiner.

From invocation to windup the convention was strictly business. Jones, a stocky double in appearance of the English writer and statesman, Winston Churchill, steered the sessions inflexibly by the rules of order and promptly piped down any of the gentlemen who were inclined to stray from the point.

A fifteen plank platform stating the association's objectives further assured progress from the annual meeting. The organization owes no light thanks to its secretary, Henry Dutton of the Boston City club, for the sharp definition and persistent reminders of its policies. Dutton, still a kid, but one of the most successful club operators in the business, was born into club management. His father was manager of a golf club and on that account, probably, he was largely instrumental in calling the conclave of the department heads. In addition to a long hour, notable job of handling his own club, Dutton handles such an amazing volume of association work that the organization tried to make some recompense for his labors in its behalf until "comes dawn." Hustling Hank turned down the proffered riches and continued on the basis of love's labor for the managers.

In Love with Jobs

These managers have the usual full burden of woe that comes from too many cooks being in the club operating picture. Each member of a club usually claims the inalienable right of telling just how the club is to be run. But such is the masochistic temperament of the managers; they love their jobs and idealize their profession. The foundation for the proposed code of ethics of the managers' association actually shows that these boys believe they are the appointed of Allah to make every one of their clubs A Little Blue Heaven. They wince when a man of some short-comings is made a manager by club officials who drop their guards before a fast selling patter. In this, they share the feelings of the master pros and greenkeepers.

For that reason the Managers' association is particularly strong on an educational program. Most of this educational work is slotted out to sectional chapters.

The ambition is to get the managerial employment situation in such shape that when a club employs a member of the association that club may be serenely confident it is getting a capable man. Progress in that direction is being made so swiftly that we may soon see the day when club managers can boldly and safely say "no" to some weird notion proposed by adventurous but informed officials, without said managers risking their jobs.

This employment problem worries the Managers' association just as it does the greenkeepers and pros, but with an added agony to the managers. It is a tradition in the hotel and restaurant business, of which club management is at least a cousin, to have employment agencies chisel in trying to get commissions for placing managers, chefs and waiters. These agency racketeers are constantly trying to disturb managerial status; the agency cuts in only when some new man is put on the job. National headquarters of the Managers' association and sectional chapters are trying to eliminate this disturbing, selfish and unscrupulous factor by getting club officials to notify the Club Managers' organization when it wants a manager. Some success is being met with in this effort to shake the curse of the antiquated and unsound employment agency system, and the convention bade the agency racketeers to come out in the open and do battle, with club officials as referees, in a caustic and damning resolution.

Classify the Members

Clarence Overend, president of the Pittsburgh (Pa.) Field club suggested to the managers that the members be classified for special attention according to the respective members' expressions of interest in certain details of service. Overend spoke in a sympathetic vein, as he is graduate manager of athletics at Carnegie Tech and has plenty of experience in trying to give 30,000 people seats on the 50-yard line for the same game. The real peril to the manager's hope of smooth operation, said the P. F. C. boss, is that grumbling group of members who never come right out in the open with a squawk. Locating them and getting them to sob out their troubles on papa's chest, is the hardest and most important part of the manager's work, according to the judgment passed by Overend. He further maintained that the managers would have smoother sailing and not have any fear of telling the directors what's

rancid in the club Denmarks, when the club officials get an inkling of what a complex job the manager has. He told of being made a believer in the hefty character of the manager's job, after the P. F. C. manager, John Camozzi, took him to a meeting of the local Club Managers' chapter.

Overend confessed to hearing the managers wrestle with problems that he, as a club president, had no idea existed, or were so serious. The same slant came up when one of the Cleveland chapters reported on local activities. A few of the Cleveland district club officials got the weird hunch that the Club Managers' association was on the order of a designing labor union. George Enger, head of that chapter, passed the word out for the boys to bring their chairmen and other officials to a typical meeting of the chapter. The meeting was going hot at the end of three hours of educational talks and discussion when the astute little Enger fellow adjourned it in accordance with a previously set deadline. Enger said that any who so desired could remain for informal discussions after the close of the meeting. The club officials stayed on. They got a close-up load of what their managers were trying to learn in order to advance the interests of their clubs. That was the end of any suspicion that managers were wasting their nights plotting for anything except betterment of the establishments where they were employed.

Figure Out a Par

M. C. Conick, accountant, in a brief address outlined the principles of helpful accounting for clubs. He set forth, as the basic policy, figures that would establish a proper par for the operation, and enable the manager to forecast financial results. Prof. Courtney, Cornell university hotel school, also spoke on accounting, with particular reference to the hotel accounting studies made by Cornell. Copies of this study will be sent, on request, by Prof. Courtney.

Jean Eppley, president of the Eppley hotel chain, operators of the William Penn,

New Officers of CLUB MANAGERS' ASSOCIATION of AMERICA

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| Thomas Carey, Pittsburgh..... | Pres. |
| W. M. Homiller, Philadelphia.... | First V. P. |
| Knute Bjorklund, St. Louis..... | Second V. P. |
| B. E. O'Grady, Chicago..... | Third V. P. |
| J. R. Chaney, Dallas..... | Fourth V. P. |
| Jess Wetzel..... | Treas. |
| Henry Dutton..... | Sec. |

Directors

| | |
|-----------------|-----------------|
| Thomas Jones | Frank Wheatland |
| J. L. Keenaghan | |

where the convention was held, spoke on the problems common to hotels and clubs. Eppley was given a great hand as a gentleman, scholar and ace of hotel men. He demonstrated the latter quality again in the service during the meeting and banquet. The first mentioned trait is evident from initial meeting with the man and his scholar-

ship became apparent when he talked to the club men about competition. He reminded them that they had competition between themselves as much as hotels did, and remarked that the clubs provided an appreciable amount of competition to the hotels. The struggle was no novelty, Eppley reflected, as in the old days if a hotel didn't buy somebody's beer or whiskey the offended brewery or distillery would put up a hotel on the opposite corner. Mortal man was made to suffer, was the tenor of Eppley's philosophic conclusion, so why make it any worse by yowls of martyrdom.

Group in Active Service

Committee reports indicated that the association had been helpfully busy during the last year, especially in supplying food control systems to the smaller clubs, in advising officials, architects and builders of clubs under construction, and in its member benefit insurance. This latter work was done as part of the venerable Hotel Men's Mutual Benefit Association. This association takes \$200 off of each policy payment to the deceased's beneficiary, the \$200 going into a fund for old and needy members. This latter fund is administered by sectional sub-divisions composed of hotel and club men.

After a lively battle with Dallas, Philadelphia was selected as the venue of the organization's 1932 convention.

Perfect harmony prevailed in electing the officers and directors for the ensuing year. Tom Cary, manager of the Union club, Pittsburgh, was named president. Although a city club man, Carey is intensely interested in activities at golf clubs. He hopes, some day, to take one or two of his 135 shots per round on a fairway.