

Organize Their Upkeep Routine

WALTER C. REED

Westwood Country Club

St. Louis, Mo.

—divides up his staff into crews with specific tasks for each, while a roving foreman supervises their activities.

WESTWOOD Country Club is located on a tract of 240 acres. We have 29 bent greens, 40 tees, 166 bunkers, a large nursery, a flower garden, 6 tennis courts, a swimming pool, a horse barn containing 40 horses, and a very large lawn around the clubhouse. There is also a Green Section experimental garden and various other appurtenances incident to golf course operations.

The best way to explain our labor management policy is to outline the greens staff during the height of the season. It is as follows:

- 6 men cut the greens, tees and approaches and also keep the greens weeded.
- 1 man with Toro "Park Special" mower cuts all grass around back of greens and tees and similar places hard to get at with fairway mowers.
- 2 tractor men cut all fairways and rough around fairways.
- 1 Fordson tractor man cuts all outside rough; sprays all greens and tees for brown-patch once a week, and also helps to topdress greens, fertilize greens, tees and fairways; and whatever is to be done in that line.
- 2 truck drivers do all hauling and cleaning up on golf course and haul manure from the horse barn. We have 40 head of horses and there is quite a lot of manure to haul. They also haul coal for the clubhouse (and at this time of the year we use 100 tons per month), ashes, rubbish and various other jobs.
- 2 scythe men cut the banks of our 166 bunkers, and also rake the sand in them.
- 1 man looks after cups and flags on the greens, also changes the tee markers, tee benches. In his spare time he rakes grass after the scythe man and also rakes footprints out of the sand in bunkers.

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CHESTER MENDENHALL

Wichita Country Club

Wichita, Kansas

—obtains cooperation of men by always explaining in detail the "whys" and "wherefores" of each job.

THE large per cent of golf course maintenance budget being spent for labor is becoming a nightmare to most greenkeepers. As soon as a greenkeeper begins modernizing his methods of work and keeps records of the time spent on each job during the day, he cannot help realizing how much lost labor motion is costing his club. And the greenkeeper is directly responsible for this lost motion.

If he sends a man to mow the greens at a time when the man is sure to interfere with the players' steady progress the greenkeeper is at fault, not the man doing the work. Similarly, if two or three men are allowed to work together when the greenkeeper is not around, there is sure to be time wasted in idle talk. Men who can talk and work at the same time are few and far between.

The greenkeeper who keeps books on the total hours of labor paid for will soon see that many important jobs are being slighted, and that many hours of work are being charged to other work of very little importance.

I think the first move in cutting down labor costs is adopting a good bookkeeping system, one that does not take too much of the greenkeeper's time and at the same time gives him a record of where the total hours of labor paid for are spent.

Then, have good equipment and keep it in good repair. See to it that each man understands the machine he is using and that he takes pride in taking good care of it.

No Relatives on Crew

In selecting your crew, always select men who are fairly intelligent, clean, neat appearing, and willing to learn; as a rule they can be taught to do most any work around a golf course. Generally it is bad policy to hire a man who is related either to you or to any man who is working for



Greens like this one, the eleventh at Wichita, explain why the club finds Mendenhall's work so satisfactory.

you; they will expect favors that another man would not. Never allow yourself to become indebted to any workman in any way.

After a man has been hired, his instruction period begins. Getting a man started off right is a very important part of the greenkeeper's duties. The first thing to be impressed on the new man is promptness; if you start work at 7:30 in the morning, impress on him the importance of being on hand at 7:15 and not at 7:35.

Then he should be instructed very carefully about the machine he is to use and about the work he is to do. The greenkeeper should be sure that he has made everything clear; let the man understand he is free to ask any questions about the work he may wish. I know greenkeepers who leave a man with the feeling that he is just there to work and that it is none of his business why he is told to do a thing a certain way. I always try to take time to explain to a man why it is necessary that a certain green should have a little extra care, or that certain other things have particular attention. I think it makes a man feel an interest in the work.

I use eight men on our course during the working season. My schedule is arranged so that each man has his regular work each day. I find it is comparatively easy to teach a man to do one or two jobs correctly in a short time, while it takes considerable time to teach a man to do all the work around a golf course. Then, one man may be able to do some particular job better than some other man. If a man falls down on one job he may be good at another.

I have one assistant who is kept on all year round. During the winter months the two of us overhaul and paint all the equipment, replacing all the worn parts. As a result we have very little shop work to do during the busy season. We also have a compost shed which holds 200 yds. of

compost. This we fill in early spring or during the winter if we have a favorable time.

During the working season my assistant runs the fairway mower and changes cups on the greens. We cut fairways twice a week and change the cups four



Chester Mendenhall.

times. He is also responsible for all mowers. He comes into the shop each evening in time to check over the mowers for the next day's work.

I use three men mowing greens; they finish by 11 o'clock in the morning, and after cleaning and putting away their mowers each man attends to little things on his own greens which need attention, such as filling ball marks, picking weeds, etc. In the afternoon, one man takes care of the sand traps while the other two mow bunkers, approaches to greens and such areas with power mowers. I also use three men, and any other men that can be

pulled from their regular work for a few hours, to topdress greens. We topdress our greens every three weeks during the playing season.

We have all bent grass greens which are mowed every day during the growing season. One man takes care of Bermuda grass tees; they are mowed four times a week. Clean towels are put out and tee markers moved every other day. All bad divots scars in the tee are filled at the time the markers are moved. This man also puts out ice every day for drinking water.

One man is required for watering greens and tees. Commencing about 7 o'clock in the evening he waters one side of the course one night and the other the next, thus a green is watered every other night, a tee twice a week. A few tees are watered each night along with greens. In this way one man is able to take care of all the green and tee watering.

One man is required for watering fairways; we don't have water enough to water fairways and greens at the same time, so we have to water our fairways in the daytime. During rainy weather the two men are used to cut weeds and do other odd jobs around the course.

As our course is built on prairie land we had to plant a quantity of shrubbery and trees. One man is required to care for this shrubbery and trees during the summer. We kept our labor costs down to about 65% of greenkeeping budget during the past year.

Managers' Convention in Pittsburgh, Feb. 24, 25

PRESSING problems of club management will be aired and discussed in detail late this month when the Club Managers' Association holds its fifth annual convention, February 24 and 25. Headquarters will be the William Penn Hotel, Pittsburgh.

Most of the scheduled meeting of the convention will be in the nature of round table sessions which are expected to increase the informality of the gatherings and permit an easier interchange of ideas. The convention hall at the William Penn will contain the latest exhibits of numerous concerns selling the club manager.

A theater party and supper-dance is planned for the 24th, and the annual banquet is scheduled for the evening of the 25th, with a luncheon and plant tour at the H. J. Heinz Co. the following noon.

"COME TO COLUMBUS" IS GREENKEEPERS' INVITATION

By FRED A. BURKHARDT,

Chairman Show Committee The National Association of Greenkeepers of America.

COLUMBUS is calling the greenkeepers to the fifth annual greenkeepers' convention and golf show.

Take heed and enrich yourself of the constructive educational program and also see the new golf maintenance equipment.

The game of golf has spread rapidly through this continent and has progressed in vast strides. So has advanced our golf show and convention to meet the demands of finer golf courses. We are having an exceptionally good educational program. Even if we had nothing else to offer, you, as a progressive greenkeeper, cannot afford to miss it.

On the speakers' program are men of national reputation in golf course turf and maintenance problems.

The show room will also be of interest to men who like to see the latest in machinery built to help you maintain your golf course. What better place could you go to compare the different manufacturers' equipment, than to one room containing it all, with fullest facilities for close inspection? Anyone thinking about buying new equipment or replacements should see the display before making a final decision on purchases.

The chairmen who are interested in turf work will find our educational program is very interesting and they also will have a chance to look over a golf show put on by greenkeepers for the benefit of anyone interested in turf maintenance.

Park and cemetery superintendents are always welcome because many of their problems are our problems and we would like to see everyone who is interested in turf take advantage of this show and program of ours.

The show is going to be larger and the educational program better than ever before. All we need to make them a real success is to have everyone interested in turf work in Columbus February 3 to 6, inclusive.

IN New York state last year, 16 public courses cost \$183,000 to operate and their income was \$304,000. That's the reason why municipal golf is growing.

EQUIPMENT barns, caddie shelters and parking spaces should be screened with trees and shrubbery. Emphasize the natural features of a golf course; conceal the accessories.