

# Manager's Present Code of Ethics Anchor of Able Men

*(Preliminary Report on Code of Ethics for Managers Submitted by  
Committee of Club Managers' Association)*

CLUB management, as it is conducted at present, is on as high a plane as that of any profession and its standards are constantly being pressed to higher levels. The young man who starts out today to learn club management should feel that he is entering upon a field in which he will find unlimited opportunity for self-expression in rendering service. Club management entails serious obligations, and any person who enters the business with the sole idea of self and money is utterly unworthy. No amount of education, no preparation, no amount of spiritual development is too great for the activities of this basic function of our every-day life.

The main working rule for those who engage in any basic enterprise must be "Service," which may be defined as a successful effort continually to keep up supply, raise quality, and reduce cost. In the long run, promotions and wages are earned, and should be received by any of us, only in the measure that we serve. Earnings through service are responsible for management. When a business does not pay fair wages for work and for capital, the fault is usually with management. If management is hampered by rules of government, of committees, and of labor, this is a condition which must be met and dealt with, and is not an excuse for failure. We must respect and reward the task and service of management.

The club manager and heads of all departments must know and have faith in one another. In each club there should be a committee or other body of representatives chosen by the club manager from the various departments to meet with the manager. These councils should confer on questions as to wages, working and business conditions, and service. They should meet regularly and often, to prevent disputes, increase knowledge, and build the fellowship of club management.

We should consider our vocations worthy and as affording a distinct opportunity to serve our clubs, improve ourselves, increase

our efficiency, and enlarge our service, and by so doing to attest our faith in the fundamental principles of club management.

We agree to maintain the highest standards of ethical and moral practices throughout the conduct of our business, so as to give our clubs the best service and reflect credit on our association and industry.

We shall keep our clubhouses and premises at all times as clean and sanitary as is humanly possible, and welcome inspection at all times. We shall expect of our employees what the club authorities have a right to expect of us, and keep ourselves morally and physically clean.

We believe that all club managers should be members of a local or state association in their respective localities. We believe that first we should strive to live up to the code of ethics of the national association; and, second, to apply ourselves to educational matters concerning our profession.

We believe that all unfair competitive practices are detrimental to club management. We, therefore, approve of any effort to control or stop such practices. We believe that the service which we may render as a club manager is of vital importance to the life and well-being of our profession.

We shall patronize our local merchants whenever possible, that the community in which we live may share in our prosperity.

## Mutual Benefit Is Factor

When a new member becomes a neighbor, we shall welcome him, and help him with information and assistance that will enable him to fulfill the obligations to his club. It should be our duty and pleasure to assist a fellow member in every way.

We shall not induce an employee to leave another club without his employer's consent.

It is the belief of our Association that no manager should permit himself to be subsidized by any interest with whom he is doing business, in behalf of his club, and that his compensation should be received only from legitimate sources.

No member of the Association should confer or correspond with the officers or members of another manager's club, concerning its conduct, operation, or management, except with the permission and cooperation of the manager of that club.

The Association is definitely opposed to indiscriminate solicitations by personnel agencies and placement bureaus of clubs employing managers, whose services are proving satisfactory and where no indication has been given of termination of the connection by the manager or by the club itself. All such personnel agencies or placement bureaus should make inquiry of our Association as to whether or not the manager of a club which they wish to solicit is a member of our Association. We believe that such circularizing of clubs for the placement of managers is unethical and unfair to those employed in such positions.

Realizing, as we do, that we are the custodians of the health, well-being, happiness, and comfort of the members and guests of the clubs which we manage, and appreciating our responsibility, it should be our aim at all times to maintain our establishments so as to accomplish these ends.

No member of the Association should apply for the position occupied by any other member until he has proved to himself beyond any doubt that such manager has resigned his position or that the club has terminated his services.

We shall so conduct our affairs that we shall always maintain the confidence of those we meet in the various spheres of our activities.

We shall not make false and disparaging statements, either written or oral, or circulate harmful rumors respecting a member's character, with the intent of securing said member's position.

Whenever possible, all disputes and misunderstandings between managers should be submitted to a local chapter for arbitration.

We are opposed to the selection of managers or employees on the basis of religion or race.

The Golden Rule, "Do unto others as ye would that they do unto you," rightly interpreted, is the most complete of ethical standards.

them at joint conferences and at the national meetings of the various associations. As their liaison officials the associations have made the following appointments:

National Association of Greenkeepers—John MacGregor of Chicago Golf Club and Robert J. Hayes of Pelham C. C.

Professional Golfers' association—Charles Hall, Country Club of Birmingham, and Alex Pirie of Old Elm.

Club Managers' association—C. G. Holden of Olympia Fields and Henry Dutton of Boston City club to contact P. G. A., and Frank Murray of Ravisloe C. C. and Dutton to handle relations between the club managers' and greenkeepers' organizations.

Plans were made for the appointment of these representatives when the officials of the various associations of department heads gathered prior to the Club Managers' convention at Pittsburgh early this year. At the initial conference much was done to clear the road for mutual progress of the department heads and the clubs. It is expected that the new arrangement, permitting closer teamwork and understanding, will be of decided, specific benefit in the business operation of golf clubs.

"**B**USINESS is good and I am not cutting prices." Eddie Garre, pro at La Grange C. C. (Chicago district), is the gent who makes that statement.

Ed trades in old clubs for new sets and makes his members a good allowance, but one that leaves him plenty of leeway for a profit and the expense of disposing of the clubs that are taken in. He keeps banging away at the trade-in deal with letters to his members. He runs ads in the LaGrange papers about his bargains in pro-reconditioned clubs and unloads them fast to public course players, beginners and school kids.

The ball price-cutters are not bringing any gray hairs to Garre either. He keeps informing his members by letters, signs and word of mouth that if they want balls at three for a dollar, he will supply them at the shop and the balls will be a lot better than the false alarm bargains they might get trimmed for downtown. Garre says that some of the members at any club always are price buyers regardless of the times, and he always has found that to let them know that the pro has just what the customer wants at the price he wants to pay is a policy that pays.

## Associations Name Liaison Officers

**G**REENKEEPERS, professionals and club managers have named members of their respective groups to represent