

is becoming more important in development of assistants. Many smaller clubs hire a greenkeeper-pro rather than a pro-greenkeeper. Maybe that will change again when the public awakens to the value of golf instruction, and I think that awakening will be an outcome of the golf instruction pros are taking into colleges and high schools. But whether an assistant is going to be a pro, a pro-greenkeeper or a greenkeeper-pro, a valuable part of his training must be in course maintenance work. Bill Adams sees to it that I get a certain amount of greenkeeping work. That not only qualifies me to assist him in supervision of details of maintenance but gives him time to get into the shop and get first-hand touch of the shop business situation and see a lot of the members. The short courses in greenkeeping help tremendously in educating assistants in course maintenance.

Why Not Pro Short Courses?

When I think of what the short courses in greenkeeping have done for golf, I wonder why there haven't been any short courses in pro department operation for the assistant pros. Certainly the pros, with their assistants handling from 40% to 80% of the volume of shop sales, ought to have a very strong interest in such courses conducted in various sections. Even if many pros had to pay the expenses of their assistants to such educational sessions, it would be a fine investment because the boys would be able to get by easily on a very moderate sum.

I have read that in an ordinary year there is more than \$12,000,000 in retail sales handled by the pro-shops in the United States. It probably would be conservative to estimate that at least half of this volume of sales is handled by assistant pros. My idea of a business isn't that \$6,000,000 be handled by untrained boys, or that the larger sum represented by members' satisfaction with pro-shop service as a partial return on their dues, be mishandled in the slightest way because of lack of assistant's training. It certainly isn't the idea of Bill Adams, my boss, that any part of pro department operation can be handled by a young fellow who is just hired and then told to "go to it."

The salvation of the pros today in the assistant situation is that the assistants in many cases have done a great job of

educating themselves. But with planned training by the pros or the sectional PGAs, there would be more pro-shop business, less pro-shop operating mistakes, and probably an improvement in the class of assistants, although the boys today are grand, smart kids as a general thing, and doing fine jobs considering the general neglect that handicaps them.

All These Items Are Part of Pro Business Costs

IF all items of the pro's expense of doing business were charged up against him, he would be deep in the red, according to a resume of expenses brought out at an informal session of some pros recently. Fortunately for the pros, they have been compelled to pay expenses which are properly club expenses only in infrequent cases.

- Among the expenses listed:
- Cost of own playing equipment.
- Cost of own sports wardrobe.
- Caddie hire.
- Assistants.
- Assistants' board and room.
- Shop merchandise costs.
- Shipping charges.
- Advertising material.
- Postage.
- Prizes.
- Entertainment.
- Bookkeeping.
- Buffing machines.
- Club-cleaning supplies.
- Repair material and supplies.
- Painting of shop.
- Shop furnishings.
- Cash register.
- Insurance on members' clubs in storage.
- Insurance of shop stock.
- Golf accident insurance.
- Automobile use in club work.
- Tournament expense.
- Collection expense.
- Replacements of clubs and balls (which pro has to make to retain good will, but which manufacturer may properly regard as unfair claims and refuse to allow.)
- Replacement of equipment lost from bags.
- Time devoted to free class lessons.
- District meeting expense.
- Balls stolen or uncharged.
- Telephone tolls.
- Taxes.