



IT'S ON THE HOUSE

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Let's remember that it is what club members demand that makes big-pay jobs possible.

A club gives good service only if it gives service that satisfies the members.

Every club employee should have the ambition to be included among the club's assets.

The chap who has the luck to have a new, big club to manage probably has it because he managed a less modern one successfully.

Let's remember that under all circumstances there always is time enough to get instructions straight.

The well-ordered club is so because of safeguards continuously maintained against intrusion of disorder.

The club business, too, needs pinch hitters. Can it count on you in emergencies?

Many a club employee thinks he rates a better club in which to work, when the fact of the matter is that the club rates a better employee.

Telephone operators. Employ only those with telephone voice.

A bargain is not always a good buy, especially in the matter of perishables. Watch the weather forecasts.

Club Profits Not All Apparent in Dollars and Cents Report

A CLUB manager, deemed by knowing club and hotel men to be an expert in club operation, tells what confronts managers as one of their many problems:

"One of our board, who is new to club operating problems, said to me: 'I have one girl in my office to whom I pay \$75 a month. When she types a letter for me, it brings at least \$20 profit. Your kitchen and dining room crew doesn't make as much for the club some months as that one girl makes for me in one day. There must be something wrong!'

"What this board member didn't realize was, first, that if we had charged him or

any of our other members what he charges his clients for his service, he wouldn't retain his membership in the club. Club prices are amazingly low considering the character of cuisine and service expected at all times.

"In our district it is difficult to get good help. The members insist that the club be kept open the year around. To get a good chef and to hire and keep the rest of the employees required, I have to pay out really more than the volume of winter business justifies. As in most cases, the deficit is held against me instead of being charged against club policy.

The Wrong Viewpoint

"The club policy is right for a high class club. But board members and officials don't seem to be able to realize that it costs money to maintain such a policy. I have seen repeated instances of members bringing guests out to the club and after these guests have been wined, dined and served in a superlative manner, they are in a mood agreeable to tremendously important and valuable business deals. In the case of the member who told about a stenographer producing a profit of \$20 a letter, I am inclined to think that his club membership has been directly instrumental in thousands of dollars of profit to him. He is a fine, pleasant fellow and I, as well as all the members of my staff, enjoy seeing to it that he and his guests get the very best the club can provide.

"But, like so many officials who serve only a year or so on club boards, this representative official I have cited, hasn't the slightest conception of how policy governs profits—or losses—in club operation.

"The millenium will come when club officials and members realize that you can't get something for nothing at a superior sort of a country club."

Replacements Pro Worry—Among the things that baffle pros and club manufacturers is a complaint about a broken steel shaft that's several years old. Every so often a player will come in with a broken shaft and ask for its replacement at no cost. The player doesn't seem to appreciate that considering the nicety of steel shaft construction and the destructive service steel shafts get, it's quite marvelous that the shafts last as long as they do. Locomotives break down oftener than steel shafts.