

17 WAYS TO GET LABOR

By LUCIUS S. FLINT

ONE OF THE most difficult problems of the country club operating executive this year will be that of getting and keeping efficient employees. Country clubs, even if they could, wouldn't want to compete with war industry for labor, but must have help to operate in its proper wartime province.

Here are 17 suggested solutions of the country club labor problem, from western club officials.

1. If you're unable to get enough full-time people, try obtaining the services of part-time workers, simply using more of them. Married women and a good many older men retired on small incomes are glad for the chance to work a few hours a day or even full days once or twice a week. Women are proving out well for clubhouse maintenance, bar and food service work and older men can be used effectively on the course.

2. Investigate the possibilities of using high school and college students afternoons and during vacations. There are some capable, conscientious workers in this group who because of age and lack of time, aren't eligible for war factory jobs. Club operators in some localities report that public schools are now giving specialized training and have established placement bureaus.

3. Don't overlook the Negro population as a potential source of additional labor. There are many workers in this race who are perfectly capable of holding more responsible jobs than they now have.

4. Experiment with people who have minor physical disabilities. Deaf mutes, for instance, often do an excellent job in certain types of work.

5. Keep in touch with former employees who have gone into other lines. They may want to come back to their old jobs but are afraid you wouldn't have them. Such people are usually permanent because they've learned from actual experience what work they like best.

6. Dramatize the financial desirability of continuous employment in stable, peacetime work by compiling figures showing earnings of workers before, during and after the last war. Such comparisons, which are easily available in the personal

acquaintance of every country club manager almost invariably reveal that the man who stayed on his regular job made more over a 10-year period than did the man who left.

7. Don't hesitate to give old employees substantial salary increases IF your earnings justify them. It costs less to pay a little more and keep an experienced worker than to have a constant turnover expense.

8. Give employees a chance to make a little extra money by holding operating economy contests. In such contests, small cash prizes are awarded all employees if a certain item of cost—or overhead in general—goes down a specified percentage during a given period.

9. Set up an employe suggestion box and offer a cash award to the depositor of any suggestion which is adopted to cut costs.

10. Take pains to praise employees for exceptional performance and back up that praise with a tangible award of some kind—possible a half day off or a little gift.

11. Give your people some hope of advancement to better jobs.

12. Make every effort to see that a dependable employee is placed in the type of job he likes best. This may not count as much as the salary but it does count.

13. Treat employees as associates rather than hirelings. Be friendly. Take an interest in their personal problems. Don't try to show your authority. Never complain about minor faults.

14. Never penalize a worker unless it's absolutely necessary. Several club managers for instance, report better employee relations since they voluntarily began giving reasonable sick leave with pay.

15. Make all working conditions just as desirable as possible; give women necessary rest periods, provide good meals and so on.

16. If other members in the family of an employe also work, try to arrange his shift so that he can be home when they are.

17. Where practical, stagger hours so that once a month or so each employe can get away for two consecutive days at a time.