

## These Tip Helps Maintain Women Workers' Efficiency

THERE'S no longer any question as to whether the country club operator should hire women for jobs formerly held by men. The draft has settled that point. The important things now are how to select the most efficient women available and how to use them to best advantage. Here are 14 helpful tips on the subject from western operators.

1. Try to find women who live not too far away. Particularly if a woman tries to keep house as well as working on the outside, she can't afford to spend much time in transit. Mothers of young children are always happier and more efficient if they live close enough to get home early. Thus, the turnover rate is drastically reduced with local-district employees. Several clubs get help of this type by asking old employees to bring friends or relatives.

2. If you can get them, pick young married women. They have these advantages, according to the reports of western managers: they usually have more of a sense of responsibility than do their unmarried sisters; they're less likely to be flirtatious; as a rule, they need the work or they wouldn't be doing it—maybe a sick husband or one who's in the army; they still have the pep and interest to work hard and to get along with their fellow employees.

3. Where you have to use older women, try to get ones who have worked outside the home at some time in their lives. Most managers have found that older women who have lived secluded lives have difficulty adapting themselves to changed conditions and association with other workers, are inclined to be cantankerous and fussy. It's always well to impress on the older woman the importance of friendliness and courtesy.

4. While there are, of course, exceptions to this rule, general experience indicates that "husky" girls—those who are just a little on the heavy side—are likely to be more even-tempered and efficient than their underweight sisters. Of course an overly-heavy woman shouldn't be chosen for a job where she'd have to be on her feet constantly.

5. Retain a physician to give each woman you hire an advance physical ex-

amination. This step not only protects the club against the possibility of lawsuits but also reveals whether the employee-to-be has any female weaknesses which would make her mentally or physically unfit for the job. Establishments that follow this practice report a surprising number of women turned down for nervous disorders.

6. In breaking in women who haven't previously done outside work, stress at the outset the importance of time—the fact that a minute or two lost here and there makes serious inroads on the day's work. Until this point is gotten across, many girls waste too much time in idle conversation, it is reported.

7. Give the female employee a definite day-long schedule of duties so that she'll keep busy without bothering the management for instructions every few minutes. Numerous operators say that women make excellent workers when they have their jobs cut out for them but that they lack initiative in finding work for themselves.

8. Wherever possible, let the women employee change from one job to another at some time during the day. Women are inclined to be nervous and they're happier with change.

9. Give every girl an adequate number of rest periods during the day. Operators who are already using large numbers of women stress the fact that you have to make some allowances for feminine psychology. A girl has more confidence and consequently is more efficient if she can keep her hair tidied, apply fresh lipstick and wash her hands several times a day.

10. Be careful in issuing instructions or in making criticisms. Women are often sensitive; they can't shrug off harsh words in the way that men do. *Never* ridicule a woman—it breaks her spirit and cuts her efficiency.

11. Be reasonably considerate about using strong language around women. Even though a girl's husband or father may swear vociferously, she'll grow to dislike a place of business where she hears too much of this.

12. If your girls wear uniforms of any kind, get enough size variety that each girl can have a proper fit. This point can't be stressed too strongly as a means

of keeping women happy, according to western operators.

13. Remember that most women have certain physical limitations when it comes to heavy work such as lifting. Arrange your work so that the remaining men in the organization handle those duties which are too hard for a woman.

14. If this is at all practical, pay women employees by check rather than in cash. A large concern that made a survey on this point found a majority of women preferred this method of payment and that they kept their finances in better order when checks were used.

### Ball Reconditioning Is Exacting Job

**E**ACH day the golf ball collection and reconditioning becomes more necessary to the continuance of golf. The best that any of the leading manufacturers can do is to return 85% to 90% of the good golf balls sent in for reprocessing. Others that are badly hacked can't be remade and are torn down for materials used in reconditioning of balls that can be salvaged.

Conscientious expert work and employment of considerable equipment by the experienced manufacturers who are handling the majority of balls being reconditioned has resulted in producing a remarkably high performance of the reconditioned balls.

One of the foremost golf balls manufacturing authorities points out that to produce a good repaint job all of the old paint has to be removed by potashing, then the balls have to be thoroughly washed and dried, after which at least two coats must be applied. Unless spray equipment of the right sort is available for repainting, the surface of the ball will be flooded, with consequent injurious effect on the flight of the ball.

### Famed Club Tells It Plans "for Duration"

**M**INIKAHDA, famed Minneapolis Club, tells its members what's what in wartime at the club, in a house committee bulletin headed, "Minikahda Goes to War with Plans for the Duration." The bulletin advised:

Mr. MacFarlane's tractors have broken ground for our Victory Garden. Mrs. Jaffray and Mrs. Hill are conducting a surgical dressing unit at the club on

Tuesdays and Thursdays. Women golfers are urged to join them at lunch and work for the afternoon. Mr. Cornelius has sent out questionnaires to ninety-two clubs similar to our own. He will compile for our help and information a study of their wartime adjustments. Mr. Bullis and Mr. Gallenkamp are giving us the benefit of their expert knowledge on food and point rationed foods and still have delicious meals, but we cannot stretch our allotted points, which are on a membership and not on a guest basis.

Part of the function of a club and part of its obligation to its members, especially in these servantless days, is to assist in entertaining. We are cancelling parties, for the time being, in the hope of a larger family attendance; and are laying emphasis, where at present it seems to belong, on family life and its need for social outlet.

There will be more men and women in service at the club as our guests. Mrs. Moore and Mr. Green will be in charge of their entertainment. We know you would want this, and will limit your own guests to members of your family, out-of-town visitors, and to very especial occasions when you wish to include someone other than your immediate family circle. The situation is the same as you are meeting at home, where casual entertainment of local people is now limited. We must keep within our regulations and do not wish to do so by imposing restrictions. We therefore ask your thoughtful cooperation.

**Too Much Dues Waiving?** — Some wealthier clubs are having a kind-hearted error pointed out to them by the many beneficiaries of the clubs' snap-judgment action. Dues for the duration were waived on members who went into the services, although in many instances the members who went into uniform were easily able to stand the cost of club dues, at least on a reduced basis. Reduction in income at some clubs has been so serious that members in uniform are beginning to fear the club may not be there when they are mustered out.

**Wartime Memberships**—Special wartime memberships are being featured by closer-in clubs. These special members are elected in the same manner as regular members, but not being required to pay initiation fee, do not have votes in the club affairs or interest in its property.