

meals are unavailable. Another problem was that of getting the members and guests to haul themselves away from the beverages and get into the party food service at the appointed time. Now if they don't come in, the help quits at the time set for finishing, and the tardy members simply don't get served. Overtime labor charges, in case the help is willing to work overtime, are so stiff the tardy members are rebuked, and in some instances, made to pay the charges.

In view of his many added duties the manager himself cannot administer the personal petting to each member as in the days of yore. Then the manager was expected, in the words of one veteran, "to stay up until the last drunk was kissed good night; then be on the job at day-break to be in personal attendance on two fussy old members who wanted breakfast at the club prior to playing an early-round."

Victor Elliott, mgr. and asst. sec.-treas., of the excellently conducted Pittsburgh Field club, points out that wartime inability to make needed capital expenditures should not mislead club officials as they consider the current profits of clubhouse operations.

Elliott's view of the prevailing situation:

"Club managers throughout the country should be and are very grateful to receive the comments of the number of club presidents who think that clubhouse operations are running smoother under existing conditions.

"At whatever club this condition exists, you may rest assured that the entire membership is taking into consideration the difficulties, trials and tribulations the manager is confronted with in his daily routine. Aside from the numerous reports and details in respect to food and gasoline rationing, the liquor and food situation,

there is the help problem. Under normal conditions we operated during the season, with a staff of 50 to 60 employes, at present we have 18 employes in our clubhouse. The question is how long it will be possible to operate under these conditions.

"In order to alleviate overworking our staff, we adopted Monday closing, also designated hours of service in the dining room. Before the war it was possible to give dining room service from 8 A. M. until midnight. At present we serve luncheons from 11:30 to 2:30, sandwiches only from 2:30 until 5 and dinner from 5:30 until 8:30. If the Monday closing and present dining room service can be continued after the war, there is no question as to its desirability as a great economic step in club operations.

"Last year, despite curtailed activities, was a very successful financial year and from the looks of the first 6 months of 1944, our net results will exceed most of the flush years of the twenty's.

"We must however, take into consideration the fact that very few clubs are making capital expenditures due to the scarcity of materials. It should behoove the clubs to set aside a cash reserve, on a monthly basis, to cover replacements and repairs after the war.

"There is no question in my mind that present conditions has taught the club manager economical operations and it will be fine experience in years to come. It has taught us that it is possible to operate a club successfully without a lot of things we thought essential; simplification of menus; a much closer contact with the operating staff; the finer details of club management and also what a great help your Board of Directors and members can be under these trying times.

"Clubs are being operated today on a more business-like basis and the net financial results in most clubs prove this fact."

## Memories of the Golden Days at Edinburgh

**E**D FITZJOHN, veteran pro at the Albany (N.Y.) CC, comments in a nostalgic vein on the Honourable Company of Edinburgh Golfers article that appeared in June *GOLFDOM*:

"That club was my home for 23 years. There my father was clubmaster or manager, going with them from Musselburgh in 1879 and removing to Muirfield in 1890 where he died in 1895.

"I got my experience in golf while there. I went through every department of the business, such as club management, club and ball making, greenkeeping and learning the fundamentals of golf in developing my game and acquiring the art

and science of instruction. I played my first championship over Muirfield in 1895, the year Harry Vardon won his first British championship, beating J. H. Taylor in the playoff after a tie.

"The gentlemen mentioned in your article, Maxwell, Laidlay, and Balfour-Melville were all fine golfers. I played many a time with them in matches. They were all medalists of the Company.

"Those were the days of Freddie Tait, Johnny Ball, Harold Hilton and many other prominent amateur golfers. The prominent pros of those days were Kirkcaldy, Willie Fernie, Willie and Hughie Avchterlonie, Archie Simpson, Ben Sayers, Willie Park, Jr. and others; from all of them I got much valuable instruction and much experience in competition."