

Managers in Clinic

Club Managers National Wartime Conference
Give Expert Treatment to Operating Ills.

★ WAYNE D. MILLER, mgr. of the Cincinnati CC, was elected president of the Club Managers' Assn. of America at the wartime conference of the organization held in Hotel Jefferson, St. Louis, Feb. 13-15. One hundred and sixty attended.

Miller, long active in CMAA affairs, came into the presidency when George Healey declined a nomination and moved Miller's unanimous election. William J. Conboy, Mgr. of the Missouri AC also was unanimously elected, becoming secretary, by unanimous vote proposed by the other nominee, Eric Koch. Directors elected for three years were Fred Crawford, Roy Gardner, and Ken Meisnest; as directors for two years L. H. Griffin, Raymond Riede and Mel D. Stauffer were elected. Jack Febel was elected to the directorate for one year.

Bewildering problems in taxes, rationing and labor shortage stood out as three of the main wartime puzzles country club managers have to solve. The problem of getting new members, previously prominent at national meetings of the country club group in the CMAA, didn't take much time at this conference as many clubs, except eastern golf clubs, are in healthy membership condition.

At the Country Club conference Eric Koch, mgr., North Hills GC, Douglaston, L. I., N. Y., presented a helpful paper on ideal organization of a private country, yacht or beach club, outlining the procedure to save mistakes for clubs that will come into being after the war. Koch also went into architecture, construction and maintenance of the clubhouse. He advocated fire drills as a regular routine of clubhouse operation. In his paper he urged that country clubs adopt uniform accounting so they can compare results. This has been repeatedly urged at CMAA meetings. The association once prepared uniform accounting material, but club officials haven't adopted it. Koch also recommended appraisals of country club properties by competent authorities.

Discussion of Koch's paper brought out the necessity of more frequent check-up of clubhouse watering systems and fire protection.

Insurance on liquor stocks carried at clubhouse also was mentioned by several managers as being important now. The managers were cautioned not to regard their clubs' theft policies as coverage on burglary by forcible entry.

Another point emphasized in the dis-

ussion was that of establishing a sinking fund during these times when the clubs are doing well financially. After the war the clubhouses are going to need extensive repairing, rehabilitation and re-furnishing. Importance of establishing a sinking fund for postwar work also has been emphasized at greenkeeper meetings.

Richard H. Hirmke of the Minikahda club led off the discussion on Organization and Service with a paper that defined service at a club as something that "makes a member feel so comfortable at his club that he will be eager to return and get some more of the same kind of feeling." Hirmke emphasized the artistic preparation of the finest foods, service anticipating the member's wants, and attractive programs of events as identifying essentials at first grade clubs. He reminded the managers that while the standards might sag during wartime they must not be forgotten, and that the real test of expert management comes in maintaining the highest possible standard of service these days.

In the discussion the problem of training such help as is available today was the No. 1 point. Weekly meetings of operating key men and women had been found to be effective in getting the organizations trained to work together smoothly. One of the factors emphasized was that the country club today must avoid any atmosphere of tension, for that's just what the over-worked and worried members come out to the clubs to escape. The managers admitted that they'd be damned if they knew how they had been able to maintain that apparently care-free atmosphere as well as they had, inasmuch as they flopped in their beds after long days of work ready to blow their own tops after contending with aggravations and puzzling situations.

One definite trend, forced by rationing and help shortage, is that toward simple but attractively presented buffets instead of the big dinners requiring a lot of ordering and serving time and effort. The big problem of buffets is that of preventing waste while having enough so members can eat all they want. That's a job that calls for the chef's genius and experience, most managers agreed.

"Special night" dinners such as those having baked beans or Italian spaghetti and meat balls as features were mentioned as having been attractive to members when the buffet's rather extensive

(Continued on Page 20)

variety had proved too wasteful to continue.

Limitation of meal service to those who make reservations also was discussed as something that's bound to extend as club policy this year. One of the most exclusive clubs of the midwest, Onwentsia club (Chicago district), strictly insisted on reservations for luncheon and dinner service last season, with the manager, Irv. Williams, being so strongly backed by the directors that he turned down those who came without reservations and passed the buck to the directors who stood up. The members were soon educated that the policy was no fooling. Waste in food service and labor costs was virtually eliminated.

Reduction in quantities of food served at clubs also is a sure thing this year, according to the managers at St. Louis who declared that one of the very important backstage elements of their jobs was seeing that the club garbage cans didn't help the axis.

Howard Mehlman of the Denver CC, led the discussion on the Selection of Personnel. Mehlman said that something besides wages had to be offered to get the sort of employees a good club should have. Insurance, retirement pay, bonuses, vacations, sick leaves, and hospital plans were mentioned as among the items now needed to put country club jobs on a par with competitive employment.

Training of personnel today, the managers agreed, calls for more attention than they ever had to give the matter before inasmuch as they now have to take inexperienced help. Having good uniforms and insisting on having them clean, despite laundry problems today, was cited as one factor helping to get employees in the frame of mind for good club service.

Sliding pay by service charge and overtime payments also made help more susceptible to training, the managers agreed. The personnel problem was forcing managers to put ahead the time after which they could allow no more members or guests to come into the dining room for dinner service.

Carl Suedhoff, who was scheduled to begin the discussion on club promotion, was kept home by illness, as was Fred Gregory who had been slated to lead the selection of personnel discussion. Suedhoff's paper was read by Max Waxman.

Suedhoff, successful sec.-mgr. of the Fort Wayne (Ind.) CC, suggested that one of the first things in club promotion was a dinner for the newspaper city editors, sports editors and society editors, and such of their staffs as desired to attend. These dinners he suggested continuing from time to time. He also proposed making more of a play for dinners of Chamber of Commerce, Rotary, etc., or-

ganizations if the country club needed members. He emphasized the necessity of keeping after the club members by mail. He also said that radio gave a good opportunity for club promotion if the pro would get a radio gossip or instruction program of the sort most stations are eager to put on the air.

Too many committees instead of focusing club operations and promotion more through the manager, account for the failure of many clubs to properly promote themselves, Suedhoff opined.

His prepared address also referred to group buying for clubs and the V-ray process of air purification in refrigerators.

Joe Tonetti, New Haven CC, spoke on Salesmanship for Country Clubs, naming as the fundamentals; knowledge of the product, proper presentation, personality, buyer's viewpoint, and truthfulness. He urged that managers make a thorough study of just what it is their clubs have to sell to members or prospective members. That specific study will help the manager as much as any other self-help effort, Tonetti advised. Complaints and suggestions from members, he said, gave the manager additional chances to re-sell the club to its members if the conversations were handled properly. They also provided opportunities for the manager to explain the workings of the club to the members; something that most members don't appreciate.

Sam Lyle's paper on Postwar Planning was read by Wayne Miller who presided at the Country Club section of the conference.

Lyle is convinced that golf clubs will have a lot of reorganizing to do in clubhouse and course work. It probably will have to start with retraining personnel, he believes. Then there's going to be needed considerable repair, alteration and expansion of the country club plants. He also expects changes in food, liquor and equipment, believing that the deep freeze storage and frozen foods will have considerable effect in changing food methods at clubs. He suggested that club managers keep a sharp eye on the development of inflation, although they couldn't do anything to prevent it.

General sessions of the conference were devoted to discussions on rationing, food prices and taxes, reports from various sections, and to addresses by Dr. Fred W. Teiber on Health Program for Clubs, by Dr. Lamar Kishlar on Food for Tomorrow and by Francis Wright on How to Train Employees Quickly.

Charles Bangs, sec.-treas. of the organization presided at the general sessions in the absence of Pres. Jesse Wetzel who was kept at his home in Detroit by illness.

Membership of the CMAA was reported as being approximately 600, with 60 of

the members now being in Uncle Sam's uniforms.

Tom Carvey reported that club managers in Texas are very busy due to the influx of Army personnel. He told of the very interesting job of rebuilding the Colonial CC at Ft. Worth by buyers of an old schoolhouse at Sanford, Texas, dismantling it, and using the material for rebuilding the burned Colonial clubhouse so it's about twice as big as the original Colonial establishment and, according to Carvey, second to no country club establishment.

A big turnover in Denver district club management was reported.

The report from the Toledo district expressed a major problem now being that of "catering to the help and pleasing the members." Rationing and liquor shortage were frequently reported as causes of managers' headaches. Many chapters reported that their monthly meetings had been helpful in bringing up problems for discussion and solution before the difficulties got out of bounds.

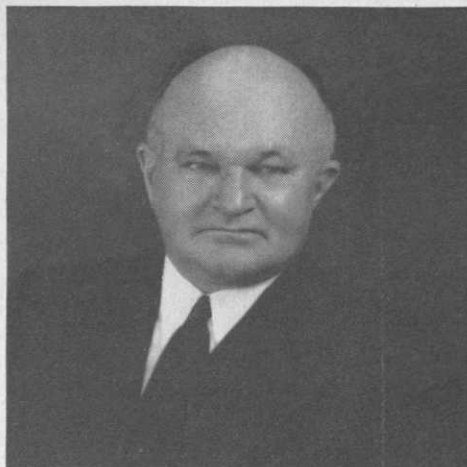
In the east, because of gasoline rationing, the country club situation had suffered severely last year, according to testimony at the CMAA conference.

Dr. Teiber's address stressed the matter of the club manager taking care of his own health these days and getting health check-ups. The manager, like the doctor, is urging everybody else to care for health but working so hard he's neglecting his own. Health examinations of employees was urged by Dr. Teiber, who also said that managers, in view of the influx of untrained employees, should take considerable interest in accident prevention.

The employees' health must be safeguarded as a precaution in protecting members' health, the doctor reminded the managers.

Dr. Lamar Kishlar gave an exceedingly informative address on food preservation and the prospects of development in this field. Dehydration, light treatments and other methods of food preservation and processing Dr. Kishlar outlined and answered many questions during the discussion that followed his address.

Francis Wright, director of distributive education, St. Louis Board of Education, told what was being done in quick training of employees by modern methods. The principles and procedures in taking an employee who's considered "very dumb" and acceptable only because of help shortage, and converting this man or woman into a reasonably satisfactory employee, were set forth by Wright in one of the conference's top features. A lively demonstration and discussion followed the Wright address.



Joseph A. Roseman

Joe Roseman, Golf Business Authority, Dies

Joseph A. Roseman, active for many years in golf as a pro, course superintendent, architect and builder of courses, club operator and mower and tractor manufacturer, died at his home in Glenview, Ill., February 29. He had been in poor health for almost a year. He was 55 at the time of death.

Roseman started in golf in Philadelphia as a resident of a neighborhood many of whose caddies became golf notables. Following 10 years' service as pro at Lake Placid, N. Y., Racine, Wis., and Des Moines, Ia., he came to the Chicago district in 1917 as pro at the Westmoreland CC where he also took over the club's course maintenance duties and attained national recognition as an authority on golf turf. In this work he developed considerable turf maintenance equipment and designed the Roseman roller type mower and a tractor, the manufacture of which received most of his attention in recent years.

His services also were in demand as a course architect and constructor. He left the Westmoreland club in 1928 to handle his golf course design and construction and equipment interests. He was responsible for the design, construction or alteration of more than 100 courses, including Wilmette GC, Elmgate GC and Pickwick, one of the outstanding daily fee courses of the country, the management of which he supervised.

Joe Roseman was a widely known and highly regarded factor in golf whose passing is mourned by hundreds in the game. He is survived by his wife, three sons, Joe Jr. and Warren, both in the armed service, Lewis, and one daughter, Mrs. James Hoffman.