

And then some new problem will arise, or some ingenious and thoughtful member of our force will have an idea of improving some time-honored method of club operation. Then we'll discuss the idea and subject it to discreet tests to see if it is worthy of inclusion in our manual.

I am certain that this degree of interest and cooperation could not have been attained were it not for the fact that our club officials decided to provide security and other inducements that identify the Los Angeles CC as a very good place for a very good worker.

And to be perfectly frank, I doubt that country club officials often have gone into this matter as thoroughly and as studiously as our club's men have. The house help problem, club officials generally consider is the exclusive headache of the manager—or, if he doesn't mind migraine, the house chairman can share the pain with the manager.

I believe that subconsciously many club officials are inclined to believe that the help should have a wonderful time and be grateful for working at a country club. The awful truth is that it doesn't work out that way.

Problems of clubhouse construction for service and help quarters, uncertain days and hours and volume of business, the delicate handling necessary in an establishment where each member considers himself owner, are headaches for the employees too. And to get and keep the right sort of help the club management

policy has to be one that takes due consideration of this fact.

The hell of it around a club—and it will be a sensational disclosure to some club officials—the member isn't always right. But part of the job of the competent club employee is to smooth out such situations tactfully, without sacrificing his self-respect as a free-born American citizen.

What we want, and insist on at our club, are self-respecting employees. Otherwise the work can't be correctly done.

Where I am positive our officials have set the sights that first-class country club operating must shoot to from this time on, is in this sort of protection for employees. It's a group policy that we worked out with the John Hancock Mutual Life Insurance Co. It is the sort of thing that better clubs are going to have to do to meet the competition for better employees.

There long has been a sharp realization of the necessity of a first class club attracting and holding the most desirable membership candidates. But I don't think we have placed nearly enough accent in club management on the equally important point of a club attracting and holding the most desirable job candidates.

That is something we have given a great deal of thought to at the Los Angeles CC, and it's cost us money, too. But it hasn't cost us money net, nor has it cost us nearly the worries that club management usually is heir to in the personnel problem.

---

When the todd rural school north of St. Joseph, Mo., burned last February, the St. Joseph Country Club offered its ballroom as a schoolroom for the youngsters. The kids also have use of space between the 10th and 18th fairways as their playground at recess. The youngsters are delighted with their temporary classroom, and the St. Joe club's members are getting a great kick out of providing this opportunity for the children.

