

kitchen should have plate warmers and the kitchen should include work tables, chop blocks and other equipment, such as broilers, dough mixer, coffee urns, potato peeler, pastry oven, french fried slicing machines, etc.

The pantry should be adjacent to the kitchen, providing for dishwashing machine and storage closets for various types of china required. It is necessary that the dining room or grill should be adjacent to the pantry or kitchen. If it is the desire to construct a dining room to accommodate 150 to 200 persons, it is essential that the construction be such as to provide additional space for extension of the dining room, where a party is served which is in excess of the number which the room ordinarily accommodates.

Another important matter, in my estimation, is the providing for sufficient outdoor space for the storage of garbage cans, etc., to be constructed in such a way as to eliminate the possibility of odors, although arrangements should be made for garbage removal as often as possible. This space should include a small locker for scouring powders, scrubbing brushes, disinfectants, and there should be a water outlet.

In the construction of employees' dining room, which may or may not be on the street floor, it is important to keep in mind that a dressing room should be provided for all extra help, to enable them to change without the necessity of going through any other part of the clubhouse. I have particular reference to excluding them from the use of rooms which have been assigned to steady employees.

Ladies Locker-Room.—The construction of the ladies' locker-room should include the locker-room proper, lounge rooms, shower and tubs, maid's room, work room, and storage for household linen. In addition, it is suggested that a safe be installed to hold valuables of the ladies, while they are playing golf. This will eliminate the necessity of making such provision in the front office.

Where the Ladies' Locker-Room is on the upper floor, it is advisable that a small lounge room be provided for on the main floor, with toilet facilities, etc.

Front Office.—The Manager's office should be adjacent to the front office to facilitate his being available at all times. It is also suggested that the bookkeeping office be on the ground floor, so that any questions by members with regard to their charges can be easily adjusted by the proper persons.

Bar.—Bars should be provided for in the dining room, grill room and men's locker-room. Where the dining room and grill room are adjacent, one bar would be sufficient.

Pantry.—The pantry should provide a series of racks adjacent to the dishwashing table to provide for the holding of trays of soiled dishes. I have found it is the usual tendency of a bus boy, when clearing a room after a party, to place his tray at ANY point available, and the result is that trays are placed upon trays, and excessive breakage results. Where such racks are available, a bus boy can be instructed to place trays with soiled dishes on these racks until the dishwasher is ready to wash the dishes and glassware.

General Information.—As the service in a clubhouse is quite similar to the average home, the housewife's complaint is always lack of sufficient storage space and it is, therefore, suggested that the construction of the entire Clubhouse be such as to provide ample storage space for each department.

Summary.—The main floor of the clubhouse should include front office, manager's office, cloak room, lounge, sun porch, dining room, grill room, pantry, kitchen, locker-room and ladies' dressing room.

The second floor should include ladies' locker-room, employees' rooms, solariums, etc.

Basement should include furnaces, hot water boilers, store rooms and employees' dining room.

The entire clubhouse should be constructed so that the summer breezes will pass through the dining room.

HOW ST. ANDREWS HIRES.—An advertisement in *Golf Monthly* of Edinburgh, shows how the Royal and Ancient goes about getting a secretary. The ad reads: "The royal and ancient golf club of St. Andrews invites applications from able young men for the post of Secretaryship to this Club and its relative committees. The applicant should have a knowledge of the game; be capable of organizing the Club, clubhouse and catering (including bar), and act as manager for teams competing at home or overseas, and supervise all financial matters and funds connected with this Club and its committees. Preference will be given to applicants with practical experience in accountancy or law. Remuneration will be paid according to qualifications. If the successful candidate is still serving in the Forces the commencing date can be postponed. Applications, stating age and qualifications, with copies of three recent testimonials, should be lodged with the chairman, Emergency Committee, The Royal and Ancient Golf Club of St. Andrews, Fife, on or before the 15th January, 1946, marked Secretary."