



tion to home front workers that men in all branches of our armed services required.

The club job wasn't the only one I handled. As did many another of the pros too old for combat service I got a job in a war plant. My job was damned tough work.

We'd get in rushes at the plant and I'd be handling welding rods, 50 lbs. at a time. After one particularly heavy night I was an old, old man the next day when I went out to the club to do my work there.

And the club work I didn't neglect, although there were stretches when the production problem was acute at our plant and I was working at the plant and the club 40 consecutive hours. I learned to crowd a lot of sleep into a few hours then.

## REMEMBER YOUR WARTIME LESSONS

**T**HERE WERE many lessons a pro learned during the war. He had to learn them or he couldn't have got by doing a good job for his club. Now one of the tests of the pro as a businessman is going to be that of applying his wartime business experience instead of yielding to a temptation to ease up.

I have been considering my own experience as probably about the same as that of most of the older pros who continued at their clubs. We did harder work than most of us ever have done before, in providing the same sort of balance of recrea-

But during that time I reminded myself that everybody else was working and worrying about their kids, and wouldn't have been the least bit interested in my burdens, in case I had mentioned them. People always come to a golf club to forget their troubles. A pro who acts like he has any care in the world except that of seeing that the member is well cared for, is diminishing his earning power and his value to his club. That's one lesson I had learned long before but the wartime reminded me of it so sharply I won't slight it in these peace years.

**By DEWEY LONGWORTH**

Professional—Claremont Country Club, Oakland, Calif.

## Use Time Wisely

Another thing I was reminded of, and that's the great problem of wisely using time on a pro job. During those crowded hours of the war years I was constantly under pressure to use my time to the best possible profit to my members, the club and myself. Now, with the pressure not so great, I remind myself to resist those invitations to waste time that are so frequent and alluring in the pro business. Time is a big thing any pro has to sell. I can't toss it away in working hours.

Selling was not a problem in war time, but shopping to get something to sell was one of the toughest business problems pros ever faced. In my own case experience paid off well. Any pro who listens to his smart businessmen members gets good tips to help in determining his own judgment on what buying policy to adopt.

My most successful members saw the war clouds looming and they bought ahead in their own businesses. That was good enough guidance for me. I bought ahead in pro shop supplies for our members and in course equipment and parts.

Some of the pros and salesmen thought I was going overboard to buy for a 4 year pull. But during the war my members could buy balls and clubs and bags. They learned from other golfers during the first summer of the war that I hadn't been kidding but had looked ahead to protect them as buyers.

## Figure Sales Plan Ahead

So there's another lesson from wartime experience. A pro can't figure on just this season. He has to look far ahead in protecting his members. Right now the problem is one that's tied up with the possibility of inflation. With manufacturing and distribution costs what they are now, how long do you think golf clubs, balls and bags can be sold at present prices?

And believe me, I don't care how dignified and ritzy a club is, a conscientious pro learned something about handling guests when he was acting as the club's golf host to servicemen. I'd leave the club at 3 P. M. and drive 18 miles with 4 riders to a shipyard. Most of the Saturdays were my days off at the shipyard and I could stay at the club all day there. One got to thinking about building ships to take youngsters on their last journeys. That was bound to make you determined to see that they had a good time while they're here—and if they got out to your club.

Thinking about that sharpened your realization that every guest of each of your members, although the guests are not going away forever, as some of those young uniformed guests of ours did, should receive pro department service that'll long be remembered pleasantly.

We always have prided ourselves at Claremont on giving guests attention that'll be unobtrusive and discreet but which will be remembered by them as identifying the highest type of a club. But I think it will be better than ever with the recollection of these kids in wartime in our minds. We had more than 7,000 of them and their enjoyment of Claremont is something of which our members justly can be proud.

I didn't have trouble with the most exuberant of the kids. One reason, I guess, was that I started taking a keen interest in junior golf back in 1918 and learned that kids are easy to get along with when you understand them. Not that a few of them aren't difficult to understand. But what are you a pro for unless you are supposed to know most of the answers, and have the patience of Job?

## Older Members Need Help

Another tremendous thing the war reminded me of was the important job the pro can do for his older members. Many of my members are men of extensive business interests. During the war, when they had reached years when they should have been taking things easier, they were under terrific strain. Then, I realized more than ever before, I had a responsibility in seeing that these men got mental relaxation and physical conditioning from their golf. All but a very little bit of my golf play during the war was in playing lessons with these older men. We seldom gambled, and then only for small sums. I didn't want their money and I didn't want them to take mine. When a member got a kick out of a nominal bet I'd take him on, but figuring to myself that the bet would make him forget his wartime worries.

I didn't try to remake their games. F. L. Lipman, a distinguished businessman and financier, showed me how a man of many and heavy commercial interests could get the most out of golf. Papa Lipman has been playing for the past 30 years of his golfing life without fretting himself about improving his game to the degree he'll challenge Nelson and Hogan. But he gets as much fun and good out of golf as anybody I know.

Perhaps in a fair percentage of cases a pro can take a half dozen or more strokes off the score of a player over 50 years of age, but it's going to call for a lot of application and toil in lessons and practice. So I'm inclined to think as the result of my wartime experience in making golf a delight and a relief for older fellows, they're better off if I get a few of their most easily curable faults corrected in the easiest and most lasting way and devote my efforts to teaching them more

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## Remember Wartime Lessons

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about having fun out of the game. It may be a delicate psychological problem in some cases, but I haven't found it so.

The wartime experience of thinking of golf as beneficial treatment of an important customer reminded me there's a big peacetime income for me in being known as a pro who teaches older businessmen to thoroughly enjoy golf, just as there is for me in being known as a pro who can teach younger people to achieve the limits of their scoring possibilities. There's a tremendous market of new young players coming along to warrant the pros' most cordial invitation and efforts, but there's still a fortune for pros in the older men and women.

Wartime work away from golf gave me, as it did other pros, opportunities to check my own business judgment against that of men in industry. In war work I confirmed as good practice, some of the ideas I'd applied at Claremont, and picked up ideas I could apply to management of the pro and course job.

### Check Maintenance Equipment

One thing I'd done before the war proved to be especially valuable in wartime. When I'd taken over the course management job in 1937 I made a deal with an expert mechanic on a retainer fee basis. Saturday afternoons, when the course men were off, he'd come around and check up and repair our equipment. The retainer basis also had this man quickly available when we needed repairs. It reduced our repair bills well under what one could consider a normal amount and prevented waste of time with out-of-service or faulty-operating equipment.

This arrangement of having a competent specialist worked out very well, and I recommend it to other clubs if they can get the right sort of a man. Once, when a tractor took fire on the course, our repairman rushed out to the job and repaired the tractor while it was still hot.

The services of an expert seemed to me to be necessary with us having 13 pieces of mechanized equipment on course work. The investment represented, and the work to be done, is too important to be made the responsibility of a jack-of-all-trades, although the ingenuity of veteran greenkeepers in repairing equipment is infinitely greater than most members of green chairmen realize. Another place where this expert's services were highly valuable was in helping us compile a list of repair parts we should have in stock. By having those parts ordered and in stock before the war we saved ourselves much in actual cash and in headaches.

A real life-saver for our operation during the war was Claremont's policy of paying its maintenance force the year

around. We have a grand team of veterans with us, headed by Luigi Galletti, who's been Claremont's foreman for 37 years. He and I have worked together at the club for 19 years. I've known a lot of fine able gentlemen with whom I've played golf or otherwise served as a pro, and many splendid men in the various business branches of this game. But I've never known a finer one than Luigi.

And there's another thing I learned from war work; to have fullest appreciation of the fine work done by a pro's associates at a club and not be backward about expressing it.

These old-timers of ours on the course never have had to ask for a raise. The latest raise our men got in wartime had to go through government channels, but the club got it. Our club is smart that way. Claremont's officials are looking for economies that good men effect by their faithful, intelligent and alert performance. By being vigilant and having the policy of rewarding the men for this sort of attitude and performance Claremont has given itself a deserved reputation of being a fine, square outfit to work for. That's something where much can be done in golf as in other businesses.

### Cooperation

Frankly—and I hope you won't think I'm taking any bow for this mutually profitable labor relations policy—a reason for the keen appreciation of the work of our outside men is because our committees count me in on the meetings. The committee members can't get around and become intimately acquainted with the problems and performances in work on the course and clubhouse grounds. I'm paid for being their representative, reporter and advisor in that task. It is no easy job. But it can be done very helpfully along with pro department duties, when one manages his time thoughtfully and when he has justified the confidence of his committee men.

In that contact between management and labor we at Claremont have a better arrangement than it seemed to be possible to get in war industry.

The hiring of a mechanical expert was one result of that close and understanding contact between committees and the men responsible for the maintenance work at Claremont. Another retainer basis arrangement that has worked out with decided mutual satisfaction was that of retaining Prof. Harry Shepard of the University of California horticultural dept., as our flowers and landscape advisor. He worked out and supervised a program that gives us more flowers, the year around, for less labor and less money than we'd ever thought possible.

We have a huge 3-story clubhouse in which there are members' living quarters.

Our mgr., Tom Sherlock, insists—and to the great delight of our members—that flowers be bountifully used in making Claremont's clubhouse bright and fresh. Tom can tell other managers how such expert service as Prof. Shepard has given us has been a decided factor in keeping down costs of interior and exterior decoration of a clubhouse.

These points of our own operation, as compared with my observations in war industry, I review as I try to figure out just what we can do in making the post-war period by far the most satisfactory years Claremont ever has had. As Claremont benefits, my own income and satisfaction increases. But, like any other pro who's learned this business over a good many years of trial and error and study and work, I can't ever become so satisfied with the operations of my own department that I can hesitate to change as conditions may dictate departure from practices I've followed.

## "Why We Hired Horton" Told By Detroit GC Official

★ Victor A. Olsen, chm. of the Detroit (Mich.) GC special committee appointed for hiring a pro to replace Alex Ross who resigned, released to newspapers a statement many pros will find interesting. Olsen said, in part:

"In making our selection of a new professional for the Detroit GC we considered a large number of applicants, but Horton Smith seemed to have the highest degree of the desired attributes. He was the only one to whom the position was offered. Just as was the case when Alex Ross was employed 30 years ago, we thought the club membership as a whole was entitled to have the best professional obtainable. One purpose was not to employ a "namepro" who would have little to offer the club but his name. We wanted a man who would be a perfect gentleman under all circumstances; who is himself an outstanding golfer that will inspire the confidence of his pupils; who is a good instructor, thoroughly familiar with all up-to-date golf technique; who is young enough to be active for a good many years to come, but old enough not to be bitten by the desire to follow the tournament trail; and who will make his position with us his primary professional interest. Horton Smith seemed to perfectly fit our requirements, and we are sure our entire membership will be very happy that we have been able to engage him, particularly after they come to know him through the coming season."

## NEED BUYING HELP? SEE PAGE 83

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