



One of the night shift leagues in the active golf schedule at International Business Machine club at Endicott, N. Y.

From the viewpoint of the pro, we have never had anything that has kept our pro shop and golf course as busy as it has been this year. Our play for April and May increased 161% over our figures of the corresponding months of last year. With our heaviest play on Saturday and Sunday, nevertheless, we have had 330 golfers on a

Tuesday and 254 on a Thursday.

We feel that golf leagues are the answer to many pro's problems. We took care of \$2000 merchandise vouchers that represented the prizes for the various leagues. Ours are busy golf shops and we look for bigger things in 1947. Eddie Kuhn will describe his pro shop in March Golfdom.

Service Charge Now 15% — More Get Benefits

By **HARRY J. FAWCETT**

Genl. Mgr., Kansas City (Mo.) Club

Club officials and managers are concerned at the lapse in the "no tipping" rule which has been in nominal, if not actual, effect in private clubs for years. In looking realistically at the disregard of the rule most managers have conceded that it's the tip income that is a substantial item in securing for a club the type of waiters or waitresses first class operation requires. But that phase of the employee payment problem isn't basic. Something definite as a matter of management policy is required to attract to club work the sort of help essential to efficient operation. The proper basis of pay is a fundamental part of operation. Cheap help can be terribly expensive for a club, while well-paid and satisfied help is more than a means of pleasing members; it's essential to economical operation with quality.

Thirty years ago I believe I established, at the old Chicago Automobile club, the 10% service charge which still generally prevails at city and country clubs. Even then we had difficulty in getting good waiters in competition with hotels and restaurants where tipping was general.

I soon discovered that the 10% service charge on meal tickets wasn't carrying the idea far enough. Employees at the bar and

elsewhere around the clubhouse also served and were entitled to a bonus for their satisfactory performance. So, several years after that, at the Downtown club of Chicago, and later at the Lake Shore Country club at Glencoe, Ill., I carried out the idea of adding the service fee to other items of house accounts and at Lake Shore gave 8% of the 10% to the waiters and waitresses, with the headwaiter, captains and busboys getting 2%.

I think you will find that most members believe that the 10% service charge is distributed among all house employees in lieu of tips. I know of no club where such a practice is established. Now, in view of the necessity of teamwork all through the house it behooves managers and officials to study such distribution.

Spread the Bonus

Furthermore managers and officials of first class clubs are confronted with the necessity of making club employment more desirable and in such study they'll see the wisdom of spreading the bonus of service charges. Club officials at their shops and offices know what rises there have been in the wages of employees hence must recog-

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nize that the situation at their clubs is not immune to conditions that compel increases.

The employee security insurance idea has spread widely in industry. That's something the clubs have to meet in trying to get desirable employees. The condition is acute enough in city clubs where there are 12 month jobs but in country clubs with shorter seasons and employees sometimes having their homes rather remote from their place of work the problem of retaining good help in good morale is a very pressing one.

At the Kansas City club we have adopted a security insurance plan providing wages to an employee when incapacitated, and providing hospital expenses and death payments. Ours is not the first club to install such a plan but I believe that in financing these payments which are made solely by the club, we have done something that is overdue in club operations.

Hike Service Charge 5%

We have raised the service charge from 10% to 15%. Part of the increase has been distributed to house employees other than the waiters and waitresses. Thus the em-

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ployees in "the back of the house" upon whom so much of the seen satisfactory operation depends finally get a good break. Some of the service charge is distributed in set amounts monthly to the head waiter, captains and busboys. The rest is divided on a pro-rata schedule, considering base pay, among other employees. In recent months the added amount has been about 13% in addition to the regular wages of employees not previously beneficiaries of the bonus distribution. That, in addition to their health, accident, hospital and death policy, has made them appreciate that our club is a pretty good place to work.

The increase of service charge from 10% to 15% has been accepted without complaint by our members. Of course some might hold to the belief that anyone qualified to belong to a good club these days certainly must know that wages and other employee inducements must be raised over those of previous years, but in almost any increase of charges around a club some protest can be expected. Absence of criticism of this service charge increase and the use to which it was put has convinced Kansas City club officials and me that the suggestion of a service charge increase might well be passed along to managers and officials of other clubs, country as well as city.