

ning the club for the good of all its members.

### Club Operator's Qualifications

Good management of a country club calls for all the customary qualities of judgment and diligence needed in business plus the following capacities:

Genuine interest in furthering the members' enjoyment of a good golf course, a clubhouse operated more on the home order than hotel style, tennis courts, swimming pool and other recreation facilities;

Ability and tact in seeing that well-trained employees are cheerfully on the job with some initiative;

Resourcefulness in planning and directing a well-balanced program of sports and social events for all types of members, throughout the year;

A publicity knack in acquainting members, through bulletins, etc., with what's going on at the club, stirring their interest in club happenings and promoting a lively spirit of unity. This publicity ability also must present the club and its members to the other citizens of the community in a way that helps to make club membership highly desirable.

The man who runs the club must keep an exceedingly close watch on accounts and other records so he'll constantly have a

true picture of the club's financial operations and its prospects.

He must provide the best of everything a club can supply at a cost within the purse range of the members.

In short, the man must have considerable creative ability as well as executive capacity.

The larger club table of organization has the general manager supervising the greenkeeper, steward, housekeeper, pro and caddie-master. The customary major departmental duties are:

**GREENKEEPER** — Maintenance and construction work on course, grounds, pool and tennis courts. Care of equipment.

**STEWARD**—Food and bar service; dining rooms and kitchen; men's locker-room.

**HOUSEKEEPER** — Care and maintenance of clubhouse; hostess, decorations; flowers; laundry; linens; women's locker-room.

**PRO**—Teaching, pro shop operation, conducting tournaments, playing.

**CADDIE-MASTER** — Recruiting, training, assignment and supervision of caddies.

That's the large field of work the large club general manager must organize and supervise. To approach the standard of that type of operation the man who runs the smaller club must be very good indeed.

## A SCENIC GEM OF MIAMI SHORES



This beautiful 138 yd. eleventh at Miami Shores (Fla.) G&CC is a feature of one of the heaviest played courses in the south. In December, January and February, 14,785 rounds were played here and the turf held up in fine condition. The club has started on a \$150,000 clubhouse remodeling and swimming pool construction program.