

Pros Tell How Jobs Are Ably Handled

By: WARREN ORLICK • W. C. "BILL" GORDON • CHARLES HARMON
and HERB GRAFFIS

Editor's Note: Club officials and members don't realize the many problems, the amount of work and the wide range of detail necessary for the efficient handling of the professional's job. These three top professionals give an insight into the job that is **MUST** reading for all; Orlick for his presentation of the multitudinous details involved in pro shop operation; Gordon for his outline of the financial problems and Harmon for his review of the training an alert young pro can pick up.

Warren Orlick, pro at Monroe (Mich.) G&CC, presents an operating schedule of pro duties that will amaze many club officials and members. Warren is typical of the first class pro businessman. He was badly battered as a combat soldier in World War II, but you'd not know it seeing how briskly and ably he handles his pro job.

"To begin," he says, "let me describe our club. We have an 18-hole course, a fairly large clubhouse, tool barns, a greenkeeper's house, and extra property for future course improvement. The club property is entirely paid for, as is the course equipment. We have no debts.

"My golf shop is located in the clubhouse and every member and guest must pass through it to reach the first tee.

"We have 300 members and a waiting list. The dues are \$90.00 per year, taxes included. Dues are payable in two installments of \$45.00 on March 1st and July 1st. The delinquent list is posted on March 16th and July 16th. No member may play while his dues are delinquent.

"The club employs me as their professional and also to supervise the men's locker room attendant's duties.

"Locker rentals are \$5.00 for the large and \$4.00 for the small. The ladies' locker room is entirely too small and is on the second floor. It presented quite a problem until I built a shoe rack for all our ladies, plus a 3-drawer file case for their purses, etc. This brings the girls to the golf shop before each round. In fact they come in after their game — and it has paid off.

"My duties are as follows:

- "1. Promote golf.
- "2. Arrange and run all golf activities.
- "3. Play in all district and state events.
- "4. Train and supervise caddy training.
- "5. Inform members and guests of club rules, register all players, collect dues, green fees, and locker rentals.
- "6. Supervise locker-man's duties, plus locker inspection.
- "7. Serve in advisory capacity to Green chairman and Committee.
- "8. Give golf instruction by appointment,, so I may carry on with my other duties.
- "9. Carry merchandise to suit all budgets.
- "10. Keep Tournament and Green chairmen posted on all tournament and course activities.
- "11. Season Club Cleaning — \$7.00; Junior Rate—\$5.00; monthly—\$2.00; Lesson— $\frac{1}{2}$ hr., \$2.00; Course of 6 lessons, \$10; Junior lessons in groups of five, 10 half hour lessons \$5.00 or 50c each lesson. This keeps the junior's attention and brings the students on time.
- "The upstairs of the club including the dining room, kitchen, bar and ladies' locker room, is supervised by Mose L. Cooley. He has the food concession, plus salary for supervising the bar.
- "Clyde Brow is the Greenkeeper.
- "Tournaments I hold:
- "LEAGUE PLAY—We match up all playing members of the club each Thursday night. RED and BLUE teams. One point per match. I try to keep the team standings even by individual pairing and handicapping. Dinner follows golf game.
- "Quite a few request matches from members wishing to play with another whom he wouldn't play otherwise.
- "FATHER & SON event with handicap.
- "MIXED 2 & 4 BALL FOURSOMES—HUSBAND AND WIFE event.

"LEFT-HAND CHAMPIONSHIP.

"SENIOR EVENT—Men 65 years and up.

"MEN'S club championship.

"LADIES' club championship.

"We had a men's championship flight of 32; 16 in Consolation and six flights of 16 players each.

"CADDY-LADY Event.

"LADIES' DAY—Each Tuesday with luncheon at 12:30; varied tournaments and contests each week.

"HOLE-IN-ONE event—Only players who have made a "one" eligible.

"19th HOLE—119 yards—built to make long walk from No. 18 to clubhouse a pleasure. **"Beer Hole"**—John Walter of the Detroit News won a prize on this hole in 1942 the day Orlick and Al Watrous defeated By Nelson and Jim Demaret.

"CADDIE TOURNAMENTS—Five this year.

"VETERANS EVENT—World War I Vets vs. World War II Vets match play with handicap—Minimum of 6 holes required. Three War II Vets paired with one War I Vet. (Three matches per foursome).

"LOW GROSS & LOW NET events.

"KICKERS HANDICAP on holidays, stag day and special days.

"MEN'S AND LADIES' ORLICK TROPHY—Men with handicap of 20 and over—Ladies regular handicap. Match play.

"PRESIDENT'S STAG DAY—Biggest event on our program—non-members invited.

"GUEST DAY—One of two days each year—county non-members invited. (No non-member resident of Monroe County may play other than above two days).

"We phone in or deliver written copies on all golf activities to The Monroe Evening News, where it is handled in great fashion by "Hap" Funk, sports editor. Hap knows how to word his golf articles to suit all golfers.

"I referee both the Ladies' and Men's finals in the championship.

"Prior to match play in the club championship I arrange to have the 32 qualifiers meet, so we can go over the rules and make any special rules for the event.

"We have had our share of outside events:

"1941—Exhibition by Miss Helen Detweiler.

"1942—Byron Nelson and Jimmy Demaret were defeated 5 and 3 by Al Watrous and Warren Orlick.

"1942—Pro-Amateur.

"1946—Michigan State Assistant Pro-Championship—36 holes medal.

"1947—Toledo Ladies' District Event.

"In our caddy training and recreation we use the standard PGA caddy training

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A busy schedule does not prevent professional Warren Orlick (L) from taking time out for a few practice swings with his irons although the occasions are too few according to Orlick. Shown below is group that participated in the Lady-Junior Day tourney which Orlick schedules as regular annual event. Special lesson rates to Juniors coupled with scheduled tournament events has helped Orlick build and maintain a constant program that will be of direct benefit to him and the club when the youngsters grow up.



Galleti Accorded Recognition For 40 Years of Service



Louis Galleti, greenkeeper at Claremont CC, Berkeley, Calif., is congratulated by Marvin Ferguson, USGA Green Section, for a job well done during 40 years of continuous service with the club. He rebuilt No. 1 green when he started to work at Claremont March 12, 1908 and it has been in continuous play ever since—a fitting background for the scene above.

HIGHLIGHTS OF TURF

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weeds, especially dandelion, buckhorn, and plantain. It kills knotweed in the seedling stage, but is less effective afterwards. Clover has been checked but seldom killed completely. The results with chickweed have been disappointing. Indications are that some other chemical, such as sodium arsenite, will have to be used to kill the common type on watered fairways. When 2, 4-D has been used enough times to kill the chickweed, it has damaged the bent grass seriously.

The trend seems to be toward using 2, 4-D in the early fall rather than in spring for dandelion. By waiting until then the spring crop of seedlings is killed as well as the old plants. Crabgrass is less apt to become troublesome also.

Some clubs obtained such miraculous results with 2, 4-D that they thought it alone was the answer to good fairways. Those who did that and failed to use fertilizer where it was definitely needed, have gone from broadleaf weeds to clover. Golfers seem to gripe more now than they did before.

Fairways continue to be a big problem, but they are becoming better in most places. Clubs with watered fairways, which have changed fertilizer programs and are fertilizing in fall, then in late spring and again during summer at light rates, invariably report better results than the old method of fall only, or spring and

fall. Turf does not need nitrogen in early spring, but benefits from a slight lift with this growth-producing element during the summer.

The use of some Colonial bent on unwatered fairways is receiving attention, notably in the Cincinnati area. Three of the courses in that city have Astoria bent and bluegrass in the fairways. The bent has done well for more than ten years without water. There is less crabgrass in the bent-blue grass turf and players obtain better lies.

Grubs were bad in parts of the Middle West. Results with DDT and Chlordane on the phyllophaga grub of the three-year cycle grub of the May or June beetle were disappointing. One club used 50 per cent DDT at 50 pounds and 50 per cent Chlordane at 28 pounds per acre without obtaining practical control of the grubs. Yet DDT gave excellent control of the annual June beetle grub in southern Ohio and Kentucky. Apparently it is important to know the species of grub.

In the southwest, Southern Hills CC at Tulsa pioneered turf improvement on fairways several years ago and pointed the way to good turf on watered fairways in that section. Before that, their watered fairways were mostly crabgrass and clover. Now they are a velvet-like carpet of Bermuda grass. They used sodium arsenite to kill the crabgrass and clover. Then they fertilized generously to obtain a solid mat of Bermuda grass. The Memphis CC did the same thing last year, and had exceptional fairways for the National Amateur in September. Their Bermuda greens were exceedingly good also.

PROS TELL HOW

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charts, plus ideas that fit our particular course.

"The boys are permitted to play all day Monday and Friday morning during school vacation. They may also play after school on Monday and Friday and any other time I see fit to let them play. (This makes for better attendance.)

"A Caddy-Lady Event plus lunch is sponsored by our lady golfers each year.

"We held five caddy tournaments this season.

"Prizes went to boys showing most improvement, also there were prizes for playing ability.

"Golf instruction to caddies is given by me.

"I encourage the boys to play as often as

Golfdom

the course permits; also to own their own clubs.

"My assistant, Jimmy Murray, conducts caddy training with the help of two older caddies every Saturday morning. Class "B" caddies are required to report Monday and Friday (slow days) when they are all given a bag. I check everything he gives them every Friday and bring in rules of golf and etiquette.

"Right now the caddie committee is working on a plan to have free eye and foot examinations by two of our members who are specialists.

Sales

"In my selling operation I use (1) installment or deferred payment play selling, that is, the payment may be spread out through the season.

"2. Liberal trade-in policy.

"3. Players may try out any set before purchasing.

"4. I carry a representative amount of most brands of merchandise.

"5. We keep open for Christmas business. I do business 12 months a year. Too many pros "give up" after Labor Day.

"6. We keep the shop clean, and our merchandise moved as often as possible. We make every effort to keep it comfortable.

"7. We have pictures of our own champions along with the pro stars.

"8. I keep a perpetual prospective list of members needing playing equipment and other golf needs.

"9. Merchandise is all plainly price-tagged.

"10. We keep the clubs on the cleaning list in top shape so when a player is ready for a new set we can give him a better trade-in. Also used set is easier to sell.

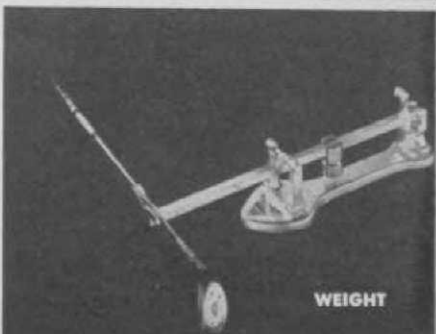
"11. Each winter my shop is repainted and minor changes in display racks take place, all for giving better service and making my shop the busiest and most interesting spot in the clubhouse."

What Officials Don't Realize

W. C. (Bill) Gordon, pro, Tam O'Shanter CC, Chicago, and pres., Illinois section, PGA, gives the club official an insight into pro problems of 1948 and every other year, in saying:

"The golf professional is an individual who has learned the fundamentals of his business the hard way—by experience. Books have not been written that will take him through the paces that are required in the operating and running of a pro shop at the average country club.

October, 1948



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"Many clubs have been given 'Golf's Business Man,' a booklet to enlighten club officials about the pro's duties, but the booklet does not say that while the pro is performing various feats of salesmanship and using his personality to promote good will and fellowship, some one is doing other work expected of him and the pro must foot the bill to carry out this work.

"A golf pro is often paid a small salary or none and has to pay labor up to \$4,000 in the running of his job. Most clubs, during the golf season, work the pro department from daylight till dark. Evenings are spent doing bookkeeping or figuring handicaps. As soon as the golf season begins to taper off the pro becomes aware of the possibility that he may be out of his job because of some controversy over the caddy system, the handicap system, a pair of shoes he sold that were too tight, or a hundred other things.

"Every pro should make up a profit and loss statement at the end of the year to see for himself how rich or poor he is becoming.

"There are many cases where officials look at gross figures as net figures. They do not realize that labor at country clubs in a pro shop is not on an eight-hour day. It runs almost 12-15 hours during the playing season.

"I give each of my two club-cleaning boys in the pro shop two days off every week to offset the long hours they put in and pay them a full week's pay. To have men open the pro shop at 7-7:30 AM and close at 8-9 PM in summer your operating schedule must be given consideration. Club officials expect this service but it is difficult for them to realize that lunch and dinner for pro shop help must be figured into an operating schedule of this kind. A pro can handle this, but capable help will not last so very long unless attractive inducements are made.

"There used to be a time when the assistant pro looked forward to becoming a Bobby Jones. Around the average club today the assignment pro gets to play only on his day off. What little practice he can get comes before and after work. However, his opportunities are great if his spirit is willing.

"Clinics that show the latest in repairs, teaching and selling, will bring a good working pro along fast. The playing pro's situation is more glamorous and risky. He has a terrific gamble and must have ample capital to withstand the setbacks in the expense of tournament play.

"Golf professional work is quite pleasant when you are dealing with people who enjoy the outdoors, fresh air, and are good sports. Until the pro learns that he is not

to win arguments, not to show too much prosperity, but always be able to give his customers consideration, he will be continually in the middle of criticism and controversy."

Each Pro Job Differs

Charles Harmon, pro at Jackson (Mich.) CC reports:

"In my case the season's work was more of a question of setting up a sound program of good golf business sense than to use new ideas.

"I had good training as an assistant by working with Ky Laffoon. I got his ideas from a good player's standpoint of running a club, and by working with Jerry Glynn I got the ideas of a great merchandiser. Then by working with Chuck Tanis at Olympia I learned the balance and received great experience at a large club.

"By being congenial and by trying to help the members get the most fun from their club and by sticking close to my job, I try to present the high standards of the professional in the eyes of my members.

"My shop was small so an addition was added. Better lighting, rugs, chairs, etc., made it homey.

"The club membership jumped from 75 to 215 in the two years I have been here. Play has increased greatly and everyone is enjoying the club to the fullest extent. The Board of Directors has been very active and progressive in making the club a delight to members and the professional.

"I think every pro job requires different things. A pro has to be an expert analyst of his job. He looks things over and fills in the gaps or broadens the things that need attention. One thing may be required here and another somewhere else.

"I believe the caddy problem is the most general. I plan to hire one of the school's athletic coaches next year as a caddy-master and to include instructions for our boys in other sports as well as golf. We now give them instruction in golf, a caddy tournament, banquet, and other recognition and rewards. Instead of just letting them play on Mondays we will also allow them on the course Friday mornings if we are not too busy.

"We are getting better cooperation from the members towards the caddies.

"As for the shop, I change my display often—at least once a week—featuring the seasonal sportswear and equipment. This

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helped me sell more than last year when the changes were not as frequent.

"I bought the quality of merchandise I thought would sell and was careful in ordering sizes that sold. This also protected me against carrying over a heavy inventory.

"Repainting carts and keeping them greased and in good working condition increased that business.

"By working with my assistant and shop boys on their duties I got them to take greater interest in their jobs. They perform very well.

"All of this is old stuff to most pros but maybe it will be of some help to a few who are always interested, as I am, in checking their work with that of other professionals so the members will get the most complete and competent service we possibly can give them."

PRO BUSINESS GOOD

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Now women generally have been convinced that pro stocks in price, range and quality, give them excellent buys in specialty shop merchandise. With women's club production by leading manufacturers getting to the point where a strong drive can be made for this business, 1949 prospects for women's volume in pro shops look very good to pros who have studied this phase of the market.

Generally pros are ahead of club officials in developing golf interest and play among younger people. This work was given impetus by pros at universities who have seen a rapid and wide increase of student interest. The National Intercollegiate championship has become one of the major events of the year. The number of colleges having courses already is rather imposing and numerous other schools are planning installation of courses or golf practice ranges.

Protecting Clubs Against Slump

Situation at private clubs in metropolitan districts stymies some of this promotion among younger men and women. Average age of members at most metropolitan district private clubs in the central and eastern states is between 50 and 60. The clubs are pretty well crowded and highly desirable young businessmen whose fathers don't happen to belong to preferable clubs are frozen out by high initiation and dues and waiting lists.

Pros who remember what happened after the 1929 stock market crash when an army of the older men quit playing and clubs were in sad shape, are wondering what they can do to get their clubs to protect themselves against another such crash by

having eager replacements in the membership available.

This year pros definitely helped extend the season in states north of the Mason-Dixon line. The pros saw to it that competitive events that gave everybody a chance for prizes, were conducted after Labor Day. Some pros gave the prizes themselves and found it a fine good-will investment as well as something that kept the club plant in use during the beautiful days of early fall. Course maintenance practice in cleaning off the leaves made play pleasant.

Pro Advertising Increased

Pro advertising this year was better than ever before. The smart pros spent their own money in keeping their lesson, service and merchandising stories attractively before their customers. In a few cases groups of pros in a city paid for newspaper space to collectively advertise their stocks and services.

Pros were more active in radio than in any previous year. Some were especially active in collecting interesting material for their scripts.

Golf lessons already are almost a standard feature of television programs but the television medium requires a change from practice tee methods that hasn't been satisfactorily developed yet.

NBC has made films of a series of lessons by Joe Novak in which movie celebrities appear as pupils. It's all in earnest instead of in the style of previous Hollywood golf instruction picture jobs which dragged in the movie stars as comedy relief or as window dressing. The NBC-Novak production follows a distinctive pattern which seems certain to have strong attraction and instruction value for those who want to take up golf, the novices and the advanced players. No announcement has been made of date when the series will be made available for extensive television presentation.

Northern California PGA has bought radio time enabling it to broadcast buy-from-pro commercials and carry pro air programs past the point of general free publicity.

Consider Pro Schooling

Consideration of professional business training courses continued to be in the talk stage. Leading pro businessmen have repeatedly remarked that the greenkeeping short courses conducted at state agricultural schools have accounted for advances in course maintenance that have been unparalleled in golf. Pro golf needs similar organization of its merchandising, teaching and general service research and instruction.