

to the work you have put in their development. Make a varsity team of your golf shop staff.

List Specific Duties

Remember, when you were new in golf that you made errors of omission and commission because you didn't know what you were expected to do. Pros on jobs sometimes don't serve satisfactorily because they haven't a clear understanding of what their duties are expected to include and what others on the club staff are expected to do.

From recollection and observation the experienced pro ought to see the wisdom of supplying his assistant, or assistants, a written outline of duties. In detailing specific duties it is to be understood that the specific duties are the prime responsibility of the assistant to whom the duties are assigned, but that good teamwork calls for willing help when another member of the team happens to be overloaded.

At our job I have specific duties assigned in the following manner—and in writing:

BILL DENNIS

- Club cleaning and repairing.
- Handicap system.
- Locker allocation and collection.
- Golf carts; repair and service.
- Cleaning and check-up of front hallway, front entrance and grounds around pro shop.

JOE ZEILIC

- Shop display, price marking, stock needs, ordering.
- Books and inventories.
- Dues collection, starting and ranging.
- Publicity and tournaments.

BOTH ASSISTANTS

- Sell green fee tickets.
- Sell merchandise.
- Good will ambassador.
- Teaching.
- Train and supervise caddies.
- In case of gripes advise John Budd of gripes, but not the person complained about.
- Try to stop gossip and troubles before they get a start.
- Be sure to talk and write out details of any misunderstanding or complaint before leaving the shop at night.
- Extend the same pleasant, competent treatment to all members and visitors. We must serve them all alike; the ones we personally like and those we don't know so well or so cordially.

I make clear to my assistants that our decisions and feelings on any matter pertaining to the entire club must be determined by the over-all picture, therefore it is advisable to reserve our opinions and decisions until we can look at all sides.

Further, I impress upon them that what we do and say in the shop and our business transactions are confidential matters and to divulge any of this conversation and data to any outsider is a breach of the trust placed in us by the company employing us and a violation of the complete confidence I place in my team.

Discretion is one of the strong points in first class pro department operation. This requires training of the shop assistants before they learn for themselves that what they do or say out of turn will hurt them.

George Drennan Dies at Penn State Field Day

Tragedy struck on the 18th green at Penn State Supts. Tourney, Sept. 20 when George Drennan, Stumpp and Walter Co. salesman, dropped dead. He was playing in a foursome with C. S. Hardenstine, James W. Morrison, and Riley E. Heckert, CC of Harrisburg (Pa.) who was chmn. of the Field Day tournament.

Drennan, 59, was stricken with a heart attack on the 18th green. He bent down to line up his holing out putt, and collapsed on the green. In 1926 Mr. Drennan joined the Stumpp & Walter firm, after serving as sales manager of the Interstate Chemical Co. in Jersey City, N.J. He was a member of the Pocono Turf Assn. and N.J. Greenkeeping Superintendents' Assn. Born in Perryville, Md., he graduated from the Wilmington Business School, studied agriculture at the University of Florida and attended many short courses in fine turf management in New Jersey and Penna. He will be replaced by M. D. ("Doc") Crawford who previously handled the Long Island area for Stumpp & Walter.

Central Penna. Greenkeepers' Assn. members turned in the best 4-men score of 572 in winning the 36 hole tournament at the Penn State College Field Day meeting, Sept. 20 and 21. There were 57 entries in the event, representing the 6 course maintenance associations in the state.

H. B. Musser and Al Cooper of Penn State were presented with prizes by the course supts. Dean Schott made the presentation.