

marily interested in the security and welfare of their employees. How to make the terms "security" and "welfare" mean something was a nice question back in 1921, just as it is today. Our approach was an effort to set up year-round employment for at least six maintenance men and make the investment pay off to the satisfaction of hard-headed business men who controlled the purse strings of the club.

In 1921 the late '20s boom, the following depression and the New Deal were all in the future. We didn't anticipate a government-sponsored social security plan. We didn't know that within a few years all business men would be struggling desperately to remain solvent, and that unemployment of millions of wage earners was to become an accepted burden on our economy. We had a country club that we wanted to operate in a way that would give the members the most pleasure for their dollars. To accomplish that, labor was necessary. If the hard-heads could be convinced that year-round employment of labor would give the members more pleasure for their dollars, they would open the purse enough to make that possible. It was that simple.

It was generally agreed that if we could develop a skilled labor force that could do all the usual technical maintenance jobs during the growing season and retain that force year after year, the efficiency resulting in actual maintenance would be much greater than that obtained by a crew composed of yearly new-comers. It was agreed that by re-

taining the same men over the years, a certain esprit de corps would be developed, stimulating a pride in workmanship. But how could six men be kept profitably busy thru a long snow-and frost-bound winter?

Program Developed

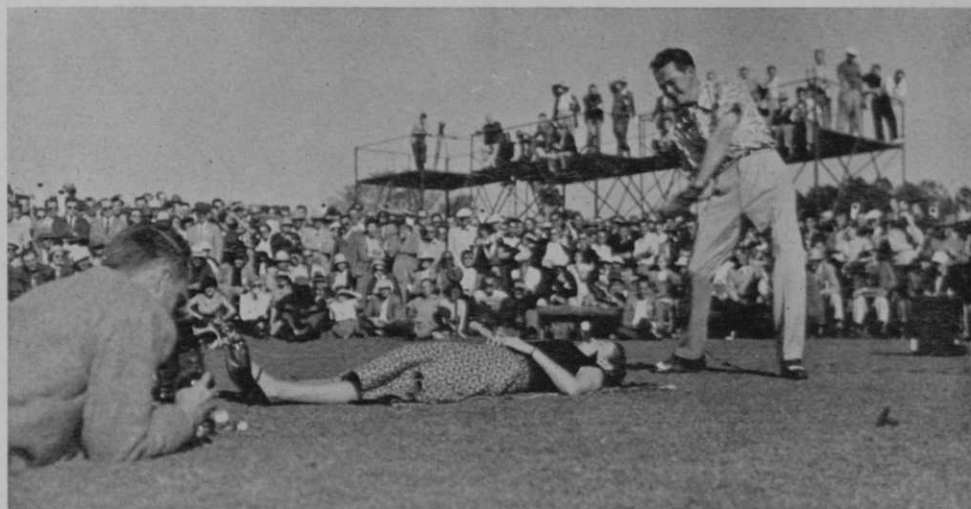
It would be presumptive to state that we sat down and worked out a program, and then just followed the plan. Rather we felt our way along, developing the program from year to year, to meet the requirements of changing conditions. But in a general way a plan of four major parts was followed.

The first was to maintain all the physical property of the club with our own workmen with a minimum amount of outside help. The second was to set up a long list of major improvement projects that could be carried out during the slack months. The third was to gradually acquire equipment that would make possible the extension of winter work, and the fourth was to promote winter activities at the club that would require labor.

Maintenance of our physical plant involved the training of men to do the many jobs usually accomplished by especially skilled labor. We sent men to trade schools to learn the fundamentals of carpentry, plumbing, furniture repair, painting, plastering, masonry and welding. When necessary, outside contractors were employed who would agree to use our men under the supervision of their foremen, and in this way they developed various skills by actually doing. We post-

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THE CIRCUS COMES TO THE MASTERS'



Paul Hahn, the young trick shot expert who's been headlining with his exhibitions, puts on a performance before the large gallery at the Masters' tournament. Hahn's sideshow got high approval from the crowd at Augusta.