

wall. The condition has been further aggravated by the demand that costs of golf be kept low. For the past several years superintendents have been told that "next year things will be different." The officials certainly were right about 1952. Things were "different" and a nightmare in trying to get competent, trustworthy golf course help.

To maintain a golf course on a basis that takes advantage of the advance in scientific knowledge of turf requires help having acquaintance with and interest in course care.

The "good old days" when the condition of golf courses was not so good are gone, financially. In too many cases the superintendents' salaries have not kept pace with inflation and the changes of club directorates have prevented correction of this serious flaw in management.

It is essential to keep a grounds crew on the payroll the year around with their services being wisely used for clubhouse and course work. When club officials study what it costs to have jobs done by outside labor that won't work for the wages paid grounds crews there is bound to be a year-around plan of work for the club's men.

Club officials have to give more consideration to the entire picture of labor relations so employees feel they are an appreciated part of the organization and that the club has the welfare of the employees at heart. With the labor situation being nation-wide in its serious aspect at golf clubs it seems plain that the club officials will have to devise some general welfare plan that will be an inducement to getting and holding good men for course maintenance.

Unless that is done the progress that has been made in course maintenance methods will be offset and the over-all picture of improvement in condition and true thrift in operating expense will be nothing about which club officials can boast.

## **Responsibility Is Key Word In Course Management**

**By W. I. JONES**

**Supt., Monongahela Valley CC, Monongahela, Pa.**

Responsibility is the key word in a successful management plan for a golf course. The superintendent qualified to accept full responsibility, and who is given that responsibility and the salary that good business dictates for competent

management of an expensive plant, is a good businessman working for good businessmen.

There are times when club officials hold an underpaid superintendent operating with an inadequate budget and an excess of bosses accountable for the shortcomings in course condition. But the basic cause of the trouble is failure of officials to apply at the club the same policies which make their private businesses successful.

## **A Good Chairman Is First Maintenance "Must"**

**By A. WARD CORNWALL**

**Supt., Lochmoor Club, Grosse Pointe, Mich.**

Without any hesitation I'll say that the green chairman is the most important factor in golf course maintenance today. The most competent golf course superintendent is of limited value to his club if he hasn't a first class chairman. And a superintendent of moderate ability can develop and show fine results if he's got the sort of a chairman who can help him.

I'll outline my ideas of the qualifications of a good chairman and what, in my opinion, he is entitled to expect from a good superintendent.

The chairman has to be a man who reserves judgment until he knows the facts. He has to be, sometimes, a thick-skinned fellow because he must hear complaints from members. The petty ones he will handle according to his knowledge of the personalities involved and the controlling conditions on the course. The important complaints the chairman will pass on to his superintendent.

The chairman need not be an expert on fine turf. He can leave that to his superintendent, but he should have a general idea of the problems involved so he can answer questions of the board and of other members.

He certainly must have a clear idea of the money requirements of course work and be the Number One man in getting the budget required to keep the course in the best condition the club can afford, and in getting money needed for men, equipment and material that will provide the most efficient operation.

He will insist that the superintendent assume all responsibility for supervising the course. He will go over general policy matters with the superintendent but if the chairman has to spend several

*(Continued on page 79)*