

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

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Superintendents Name Golf Course Development Group

Malcolm McLaren, pres. Golf Course Supts.' Assn., has named Wm. H. Johnson, supt., Griffith Park Courses at Los Angeles, chmn. of the association's Golf Course Development committee. With Johnson on the committee are Sherwood A. Moore, Hollywood GC, Deal, N. J.; Robert M. Williams, Beverly CC, Chicago; Charles Danner, Richland GC, Nashville, Tenn., and Agar M. Brown, GCSA sec., St. Charles, Ill.

The committee will work with the PGA's committee of Graham Ross and Lou Bola, and with the National Golf Foundation, in aiding those who are interested in establishing new golf courses.

SUPTS. TELL OFFICIALS

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hours a week planning work for his man he'd better decide whether he is wrong in taking on too much detail or whether he needs a new superintendent to handle the planning and management of the work.

The chairman will expect that his superintendent has good working knowledge of soils, agronomy, botany, forestry, en-

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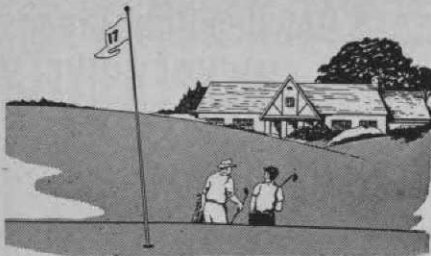
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tomology, plumbing, mechanics, labor training, direction and supervision, golf, landscaping, course maintenance chemicals, fertilizers, and hydraulics, and good sound business sense.

He will expect his superintendent to be a leader of men and to attend to his own personal grooming so he can be distinguished from the laborers on the course and will look as a man in charge of a big investment should look.

The chairman also can expect that his superintendent be ambitious, have high pride in his work and keep in close studious touch with the developments in his profession.

The superintendent might well be expected to play golf on his own course once in a while so he may see the course from the player's viewpoint.

(More of these sound, course management principles and authoritative observations by the men most qualified to report will be presented in the March issue of GOLFDOM.)

Jack Mackie, Pro Pioneer, Dies

Jack Mackie, 74, a founder of the PGA, and in the capacities of sec. and treas. of the pro association long a constructive factor in pro golf, died Jan. 13, at Inwood, L. I., N. Y. He suffered a stroke three years ago and steadily declined.

Mackie was born at Earl's Ferry, Scotland, and came to the U. S. in 1899 to build and be pro at Roseville, N. J. Following that work he became pro at Yountakah, N. J. and at Dunwoodie in the NY Met dist. prior to becoming pro at Inwood CC on Long Island where he remained 32 years until his retirement several years ago.

He is survived by his widow, a son, Jack,

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