

endance at Short Courses; Joining both the GCSA and your local association; Attending Field Days; Subscribing to publications that pertain to your work; Field testing new materials; Supporting programs that bring recognition to your job.

Why should the above items be your responsibility? Because they help you to attain your main objective — self improvement, betterment of job and making yourself more of a professional man.

Some years ago our New Jersey Association received a letter from the Veterans Administration requesting, among other information, the qualifications of a course supt. In our answer, we stressed that a supt. should be associated with a turf management organization, should attend short courses and conferences to keep abreast of new developments in turf management, and should be a person who is anxious to apply what research has taught or given him.

I don't have much patience with fellows who say: "Why should I join the Association? What good can it do me? Why should I go to the turf conferences — there is nothing new." That really jars me! Even if these fellows didn't think there was anything new, it wouldn't hurt them to brush the cobwebs out of their minds and get thinking progressively. Anyway, there are plenty of old things well worth reviewing and learning for the first time.

Twenty years ago, when I first took a job as a supt. I could have written a book on turf management. But now, I wouldn't attempt it!

As the supt. assumes responsibilities that come with progressive education, he should impress upon his club officials that it is to their advantage to underwrite his expenses to schools, conferences and meetings. It is a small investment for the dividends received.

Employee Wants Security, Recognition of Ability

By WARREN BIDWELL
Seaview CC, Absecon, N. J.

A golf course working staff must have talents equal to the varied tasks which confront it from time to time. When some new phase of maintenance is encountered and a better understanding on the part of the staff is required, an on-the-job training plan may be necessary. In most cases, however, a new man is trained and integrated with older, reliable employees.

When new problems are under consideration, a supt. will be wise to entertain ideas from members of his staff. When practical thinking has been offered and proper recognition given, staff members have a feeling of belonging to and being a part of an organized team. We should make every effort to encourage employees to think as they work.



Presidential Escort - John Gray (l) and John MacGregor (r), former GCSA presidents, convoy Paul Weiss, newly elected head of the organization, to the podium.

Ability and attitude of staff member is considered his No. 1 asset; next in order is his attendance. Many supts. have learned that members of their staff who live within five miles of the club usually are most reliable men in attendance. Also, their nearness to the job makes them readily available for emergency use. Keeping good men and giving them job security through steady employment and offering them accepted benefits are of paramount importance in our business. Fortunately for the supt., the practice of seasonal hiring has been on the decline in the last 15 years.

In this day of many fringe benefits for industrial employees, what has happened in the golf business that enables us to successfully compete with industry in holding key staff members on a yearly rather than a seasonal basis? Some clubs pay a basic salary and offer a bonus at the end of the year which has been subscribed to by the membership on a voluntary basis and is, therefore, non-taxable. Other clubs cover their employees with the hospital services which are available at no or low cost. One Eastern club, with a rather broad outlook on employee relations, has put into effect an annual wage for maintenance employees. They are guaranteed a minimum salary, complete medical-surgical coverage, a

(Continued on page 62)

two-weeks vacation with pay and a \$1500 life insurance policy. At Christmas time, a new high in morale is reached when this club gives a party in the main dining room with a dance orchestra and all the trimmings. At this time, a week's pay plus five dollars for each year of service is given. This is just one example of how a club recognizes the importance of its working staff.

Supt. Should Insist on Authority to Run His Dept.

By **MARION MENDENHALL**
Kenwood CC, Cincinnati, O.

Interference by the green chmn. members or other club employees can't be tolerated by the supt. in securing supplies because they are not in a position to know as well as he the technicalities of the chemicals and other materials that are needed.

For this privilege of absolute control, the supt. must become the purchasing agent for his department and handle the club's money as wisely as he would his own. When the supt. can show in black and white that he is getting the most for the club's dollar, his value is greatly enhanced.

To be a good purchasing agent the supt. must study budgets closely, but not buy quantity to the detriment of quality. As purchasing agent he must keep informed on all new products, current prices and availability of the materials he uses.

To secure best possible prices and quality of materials, the supt. must give all suppliers an equal chance to bid for his business. Written bids eliminate misunderstandings and also help to eliminate interference from members who may try to unload their products on him.

It is the supt.'s duty to keep on good working terms with the club's office. He should make a constant check to see that all gasoline tax refunds are recovered, watch for discounts and see that bills are paid in time to collect them. It is surprising how small discounts and tax refunds can add up to important money. Bills should be paid only after proper vouchers have been filled out by the supt. Thus the supt. has complete control of purchases for his dept. and it is his responsibility to see that all statements are correct before being paid.

Just a word on inventory. It should be held to a minimum except for hard-to-get items and emergency materials. Oftentimes we think that buying in quantities saves money, but does it? Long storage unnecessarily ties up large amounts of the club's working capital. If you figure this capital tied up at 5 per cent, cost of extra insurance and storage cost, you may find that quantity buying is not very economical.

Storage of materials often is haphazard. Chemicals, costing several dollars per lb., may be left on the floor in open containers

and all kinds of materials stacked together. This leads to costly waste to say nothing of possible damage to turf that may be caused by improper mixing of chemicals. All materials should be kept in properly labeled containers.

The Supt's Responsibility for Area Maintenance

By **Ray Gerber**

Supt., Glen Oaks CC, Glen Ellyn, Ill.

To tell how maintenance of the course, clubhouse grounds, parking lot, practice range and new grounds construction is performed is too detailed for the time I have. Consequently, I will refer mostly to why these various areas are the responsibility of the supt.

The supt. is chosen principally because he meets qualifications of directors and the green chairman. It is his duty to maintain the course in a condition which meets requirements of the club's members. The maintenance program should be planned so certain jobs are performed on days and during hours when play is normally light.

Clubhouse grounds should be maintained in a condition which will give each member and guest a friendly, warm welcome as they drive through the entrance gate. Flowers should be of the type which can be planted around a home and in a location where they will be most attractive. Care of trees, shrubs, walks, and lawn furniture can't be emphasized too much. There should be a sufficient number of waste paper receptacles properly maintained and fire hydrants should be painted. It is very important to keep turfgrass around the clubhouse, pro shop and swimming pool in the finest condition.

Why is maintenance and planning of the clubhouse grounds placed in the hands of the supt.? Can you name any other employee around the club who is more qualified to handle these jobs? He usually is on the job seven days a week throughout the golfing season. He knows what kind of help to hire. He usually has in stock certain items necessary for maintenance. If not, he knows where to purchase them quickly. Furthermore, equipment used for the clubhouse grounds is stored in his equipment building and is serviced there. Equipment should be kept not only in good mechanical condition, but also should be maintained in a pleasant appearing condition; nothing looks worse than an old, beat-up piece of equipment around a beautiful clubhouse and grounds.

Walks should be kept well edged. The edges of the paths should also be neat in appearance. Hedges should be carefully trimmed. There is no point in having a nice bed of flowers and then leaving the edges untrimmed. Keep flower beds in condition so that they will be a spot of beauty for all to see.

Many other specific items could be men-