

## Close Cooperation in Use of Cars

By MEL WARNECKE  
Supt., East Lake CC, Atlanta

At East Lake in Atlanta we have about 85 golf cars. We have given a lot of thought to the proper routing of cars to prevent wear of the courses. There is close cooperation between Harold Sargent, our pro, and myself as to the use of the cars during periods of wet or poor weather. Whether or not the cars are to be used on any given day is left entirely to my judgment. The car subject, as we all know, is a touchy one and when the supt. shuts off the vehicles, he is a rather unpopular man.

I have found that upon notifying the



golf shop, Sargent or his assistants always take time to explain to members why use of the cars on a particular day may cause serious turf damage.

### Attend Greens Meetings

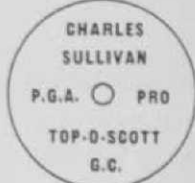
Our green committee meetings are held regularly twice a month. Jim Fischer, our club mgr., and Sargent attend these meetings. Fischer often acts as our secretary. Thus all department heads are kept well informed of all course operations, whether they are general maintenance practices or improvement or rebuilding projects.

The club mgr. is a sort of shock absorber between the pro, supt., members and the board. He must be informed at all times on club policies, the wishes of the committees and the progress made in various operations inside and outside the clubhouse. His familiarity with the needs of the maintenance dept. can enable him to help us in discussions with individual directors and when these matters come up for discussion at board meetings. The pro dept. also depends on him. Thus, when the three of us present a solid front when presenting our recommendations, I am sure they carry much more weight with those who make the final decisions.

Closer contact by the superintendent

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with both professional and mgr. makes all aware of the work and what it takes to keep a course in good condition. Unfortunately, many of these men have no idea of the extent and scope of a supt's knowledge and what goes into the maintenance of a good course. In this way, also, the pro can act as a go-between between golfers and the maintenance dept.

### Superintendent Should Play

I have always thought it most important for the supt. to play his course as often as possible in order to get the players' viewpoint. I think a golf game with the pro now and then, and perhaps a pro-supt. tournament once a year promotes needed harmony. Also, attendance of the mgr. and pro at an occasional meeting of the local turf associations enables them to get a better concept of work being done in the turf field.

I feel that the need for cooperation between the three dept. heads is greater today than ever before with labor and material costs being what they are. This cooperation will help provide the membership with a better organized club, both in services rendered by the mgr. and pro. and in a more playable course.

## Closely Examine All Elements of the Job

By J. M. MAC KENZIE

Manager, Institutional Engineering,  
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One way to study jobs to reduce the time and effort put into them is to sort their elements into productive and non-productive work. Perhaps many times sizeable amounts can be eliminated by challenging the entire job or its parts. For example, is it necessary to trim or rake as often as is specified? Can trap raking be completely eliminated or should it be left up to the players? There are many questions such as these that should be asked.

If it is decided that a certain job has to be done, ways should be found in which it is to be done most effectively. Obviously, the first thing to do is to assign it to the employee who does it best. A major part of a supt's success depends on planning, seeing that plans are carried out, and then re-planning to correct errors between plan and action or plan and needs. Delegating authority and responsibility