

tant pros ranges the course, ready to make repairs on any vehicle that isn't functioning as it should.

Clarkson's No. 1 assistant until this year was Ross Horst, who was called into service late in 1961. Homer Wolf now is filling the assistant position. And, of course, Don can always call on his father when business around the Glen Echo shop starts stirring and becomes a little more than the regular staff can handle.

When the Normandy shop was renovated late in 1959, the elder Clarkson collaborated with his son in drawing up the new design. Racks, display cases and counters are either built into the walls or adjacent to them so that the center portion of the rectangular display room is kept open except for a lounge area at one end of the shop. The room is 20 feet wide by 40 feet long and is finished with sandstone tinted plastered walls and light oak fixtures. The carpeting is green as are the drapes that can be drawn across four large windows.

Don Clarkson is a former president of the Eastern Missouri PGA and now serves as its tournament director.

## Plan and Records Increase Efficiency, Cut Costs

By Donald MacKay, Sr.  
Supt. Hartford (Conn.) CC

Just what do we mean when we speak of "increased efficiency" as applied to a golf course?

In the first place we have to have a plan in order to apply our mental and physical efforts and those of our staff, plus the work of our machines and materials, efficiently.

We can't merely say we are going to do the job more efficiently unless we make up our own scorecard in advance to enable us to determine whether or not we have succeeded.

### Provisions for Emergencies

It is easy enough to lay out a plan of work that will succeed if nothing happens to interfere. But no plan is complete and workable unless it contains ample provision for meeting emergencies that are more or less sure to arise. For

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this reason some part of the schedule should be left flexible so that unexpected work, requiring immediate attention, can be taken care of and work that is less pressing can be kept ahead in sufficient amount to keep the crew fully occupied at all times.

One must have a genuine interest in his work, for work without interest is drudgery. No one can efficiently take care of his responsibilities unless he has a real interest in his work. From the laborer to the supt. every man should get two things out of his work — a decent living and satisfaction in work well done.

In this machine age it is wise to make changes when constructing or revamping that will fit in with the many labor-saving devices now available for course maintenance. Be on the lookout constantly to see what improvements can be made in design or maintenance so time and labor expense can be saved without sacrificing the pleasure of the golfer.

#### **Fair Trial for New Ideas**

New ideas in maintenance should be given a fair trial to prove or disprove their merit, and those methods which show their worth in increased efficiency should be retained. Doing a thing in the same old way, just because it has always been done so, often results in excessive cost of maintenance.

Appropriate equipment, handled by operators who take pride in their work can increase efficiency by 50 percent, thus

cutting labor costs greatly.

At Hartford we have five key men who are kept on a year-round basis and who, I believe, feel that they are important to the successful operation of our club. Additional men are hired during the busy season from early spring until late fall. Our modern, roomy equipment building houses all machinery without crowding, allowing plenty of room for the men to work comfortably while repairing and repainting equipment when they cannot work outside.

#### **Daily Time Cards**

We keep daily time cards for each man, recording each operation he performs and the time it takes. Totals are recorded at the end of each month so we know at all times just how much time is spent and the cost of each procedure. Comparisons of records show where one man is better suited to one type of work while his fellow employee might be more efficient on another job. Thus it is easy to place each man where he can do his best work.

Records are the basis of exact knowledge. Only by keeping records with care and regularity can one know exactly where he stands in regard to costs at any time. The knowledge gained by keeping such records provides the basis for future improvement because it takes the guesswork out of all phases of course maintenance and improvement.