

Don't Lift It If It Can Be Lowered

This is the substance of what three speakers told the club managers at a three-day CMAA Workshop at Michigan State

By JOE DOAN

What is stressed when club managers attend a three-day CMAA Workshop, such as about 500 of them did this summer at nine locations across the country, and all the seminars are concentrated on the subject of Personnel Management?

If you were one of 85 managers who attended the Michigan State University sessions, held in early September, you probably would have come away with the impression that more dependence should be placed on subordinates, operational methods and standards at most clubs should frequently be re-examined and revised, and the principles of automation should be adopted wherever possible. These things were particularly emphasized by the Workshop faculty composed of Joseph T. Bradley, professor of Hotel and Restaurant Management at Washington State University, James C. Taylor, dean of the University of Houston's Downtown School, and Donald E. Lundberg, who is in charge of the Restaurant and Hotel School of the University of Massachusetts.

The trio travelled the Workshop circuit all summer for the CMAA, putting on three-day seminars at such places as Cornell University, Columbia, New York University and several other locations. As at Michigan State, the emphasis at all schools was in smoothing out operations in order to make club jobs more congenial for the manager as well as those under him.

Joe Bradley concentrated on such subjects as labor recruiting, the manager's span of control and standards of performance. Jim Taylor dwelled for the most part on employee morale and training, and Don Lundberg's main theme was job analysis and simplification. Henry O. Barbour, head of the Michigan State Hotel school, was the Workshop coordinator.

Labor Recruiting Sources

Discussing labor recruiting, a perennial problem in the club management field, Bradley suggested a half dozen prime sources for finding help. The best of these, according to personnel men in the hotel and food industry, is the club's present and retired employees who can

be depended upon to turn up more prospective workers than any other source. Newspaper ads rank second and right behind these, state and federal employment service offices. Next in line are the private employment agencies. Then come vocational and technical schools, which in the last four years have offered increasingly better employment pools. College and university placement services also are directing more students into the club field than ever before. Retired GI's, a few of whom have been trained as cooks or bakers or as managers of enlisted men's or officers' clubs while in service, have proved to be excellent employees at many clubs.

Bradley, who worked for many years in the restaurant industry before going to Washington State, cautioned the managers not to do any hiring without checking to find out if they are obligated to fill vacancies only through their local unions. Disregard of this contract clause has caused a good deal of friction between management and labor in the club business. At the same time, the manager has every right to insist that the union agent provide only qualified employees for any jobs that are open.

Spread It Around

On the subject of the manager's span of control, Bradley stressed that the person who is working 80 or 90 hours a week isn't necessarily conscientious, but simply a poor manager of his time and his job. He should be looking for ways to get out from under details and should be asking himself these questions: "What are some of the things I do that others should be doing?" and "What jobs can my assistant take over that I am handling?" The manager, said Bradley, is hired by the club to be an overseer and coordinator and is not fulfilling his obligations if he allows himself to become snarled in lesser tasks that others are hired to do.

A onetime coronary victim, the Washington State professor stated that practically every study made by the club and other industries proves beyond doubt that the efficiency curve of a person who works much more than 50 hours a week drops to zero in a hurry. "Don't be deceived by

CMAA Publishes Huge Club Jobs Description Book

Henry Barbour, director of the Michigan State University Hotel school, has compiled an encyclopedia of job descriptions for city and country clubs that can be obtained from the Club Managers' Association for \$15, complete, or for \$6, \$2 and \$1 each in sections. The CMAA, which is located at 1028 Connecticut ave., N.W., Washington, D.C., 20036, commissioned Barbour to compile the book several months ago.

A total of 197 club jobs are described in the book. It is said to be useful in training employees, avoiding overlapping of their functions, balancing workloads and orienting part-time help. The book is a three-ring, loose leaf binder type that enables the user to assemble descriptions of various jobs and duties in relatively few categories and thus cut down on overlapping of functions. The material is easily removed and copied for distribution to employees.

Sections of the CMAA book can be bought at these prices: "Food Purchasing Through Preparation" \$6; "Administration-Front Office," "Food Serving and Dining Room," "Personal and Locker Room Services," and "Housekeeping and Maintenance" each \$2; and "Service — Lobby," "Beverage Preparation and Serving," "Golf Course and Grounds," and "Recreation Other Than Golf" each \$1.

stories you hear of executives working 80-hour weeks," he added. "Three and four-hour lunches usually are a part of many of those allegedly long working days."

Want Work Reviewed

Discussing standards of performance, Bradley said that it has been established that employees not only work harder but strive to be more efficient when they are employed at a club where merit reviews are regularly made. Several types of performance reviews for waiters, kitchen help, etc., available from the CMAA, were shown during this part of Bradley's talk.

(Continued on page 123)

Club Manager's Workshop

(Continued from page 48)

It was also brought out that at quite a few country clubs arrangements are made with members to grade dining room employees as to courtesy, quality of work, attitude and similar factors. It was emphasized, incidentally, that these tests never should be carried out without the employee being aware that they are being made. The upshot of the different reviews and tests is that it gives a manager complete familiarity with the employee's knowledge of the job, judgment, organizational ability, etc. Possibly more important, it shows him which persons on his staff are promotable and which aren't.

Don't Prejudge Job Applicant

Jim Taylor, who gives the impression that he samples what he prescribes in handling people, said that there is a good deal of talk about "Instant This" and "Instant That", but if a manager or personnel man is in the habit of taking instant dislikes to people who are being interviewed for employment, he may be cheating himself. "Because a fellow sports a thin mustache and you don't like thin mustaches," the Houston University dean said, "is no reason for writing off the applicant until you have considered his qualifications. You may be letting the world's best chef slip away if you prejudge him on the basis of one of your petty dislikes."

Defining morale, Taylor said that the closest word it can be pinned down to is "attitude." Millions of words have been written and spoken in an attempt to improve it among people who have to work, he said, but what too often is overlooked is that working people themselves have to create it. To what extent is determined by how far an employer allows them to go in putting forth their best efforts. "Frustrate them," Taylor said, "give them the idea they don't belong 100 per cent and you'll damage their morale even if you pay them five times the going rate."

Continuing on the subject of morale, Taylor said that nine out of ten people want to please the person they work for, but in too many cases this isn't possible



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because goals, responsibilities and performance standards are never clearly defined for them. When this is the case, the employer himself usually has no clear cut ideas as to what they should be, or he fails to transmit them.

Base It On Experience

As for training employees, Jim Taylor observed that the most successful teachers are those who have the knack of finding out what the trainee's previous experience has been, and then presenting the material to be learned so that it fits in with that experience. The recommended sequence in breaking in a new employee is to tell him, then show him, demonstrate and then question him. Care should be taken in not giving the trainee too large a dose of instruction at one time. When it becomes apparent that he generally has mastered what has been taught, he should be asked to perform his job under supervision. The final polish probably can be applied at this time but, as Taylor stressed, the most common mistake made by many instructors is failing to check after an interval of perhaps a month to find out if the new employee has completely learned and mastered his job.

Train Old Employees, Too

Training, Taylor remarked should not be confined to new employees. Many of the older ones never were taught to do their jobs properly and they shouldn't be allowed to go on indefinitely without being corrected. An important thing to be remembered in any job operation, Taylor concluded, is that if a manager can improve the performance of every ten employees by 10 per cent he is gaining an extra employee.

Taylor proved to be one of the most engrossing instructors that the CMAA probably has had on any of its Workshop programs. He encouraged a great deal of audience participation, asked enough questions to make sure that his listeners were following the entire play, and every now and then threw in some kind of an aptitude test to keep everyone mentally keyed up. In the three days at Michigan State he occupied the instructors' chair

for something like a total of eight hours, but it's doubtful if even at the end of that time he was beginning to wear out his welcome.

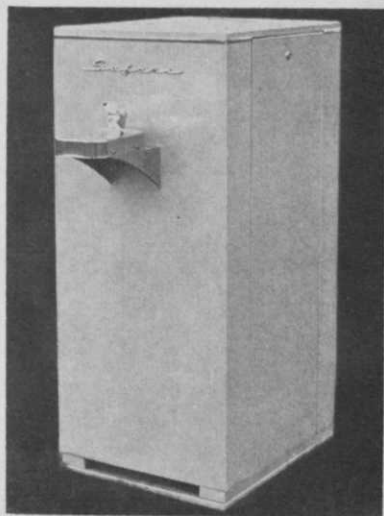
Every Job Can Be Improved

Don Lundberg, director of the hotel school at the University of Massachusetts, was also well received by the CMAA audience, altho his material was presented in a somewhat less flamboyant manner than that of Taylor's. Lundberg's special province is job analysis and efficiency, with enough statistics and psychological justification being cited to support his thesis that every job inside a clubhouse can be done a little better than it is being done without making robots of employees. It might boil down to such a phrase as: "Don't lift anything if you find it can be lowered into position."

As Lundberg pointed out in one of his lectures, the proficiency with which a clubhouse, and particularly a dining room operation is run, depends to a great extent on the manager's understanding of the elements of simplification. This goes back to Fred W. Taylor and Frank Gilbreath, essentially a pair of lazy time study pioneers who spent a good deal of time in their hammocks figuring out how jobs involving manual and routine factory labor could be made easier. Out of their thinking has come many time savers for the restaurant kitchen: wheeled trays, merry-go-round dishwashing machines, storage of equipment and food at the point of use; duplicate equipment and, of course, all the various devices that are electrically operated. Even the efficiency with which carrots are whittled or celery is diced can be traced to the Taylor-Gilbreath influence.

Check the Environment

Lundberg insisted, however, that all the mechanical and electrical gadgets are of little import if the kitchen environment isn't made conducive to reasonable human energy. Too high temperatures and humidities take an appalling toll of energy, according to Lundberg. So does noise. Every club should have its intake and exhaust fans checked to see if they are performing the jobs they are intended to do. Efficiency also is greatly stepped up if ovens are insulated.



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Keep Work Flowing

As to the work that has to be done in the kitchen and dining room and the people who have to handle it, the Massachusetts professor said that the manager or his assistant should make a continuing study in order to constantly improve the operational process and the methods used by individuals in doing their jobs. This involves keeping work flowing through the use of elevators, dumb waiters, belt lines, wheeled carts and jacks for lifting and moving tables. Where the employee is concerned, it means the choice of standing vs. sitting to efficiently handle a job, eliminating bending as much as possible, being able to drop an object rather than lift it, using jigs for holding objects that may have to be cut or sliced, etc.

One of the more interesting aspects of Lundberg's lectures was his dissection of the various kind of people who hold managers' jobs. Generally, they fall into four classifications: The planner is a kind of a fellow who is full of ideas, but needs somebody to carry out his plans. The

comptroller is obsessed with the idea of running the operation on a low budget even if it costs great sums of money in lost sales. After hours he pads around a dark kitchen and dining room to make sure all the locks are secured because he is deathly afraid of larceny. The doer type doesn't stop to do any planning even though he charges around carrying out plans. Usually these are improvised while he is in motion and, often as not, he gets things pretty efficiently fouled up.

The ideal manager is the kind of a person who wants action, is vigorous enough to want to dominate people without being pushy, is more impulsive than reflective, but when it comes to a crisis, always maintains an admirable calm. In deference to his audience, Lundberg allowed that all managers present were this type.

Forecasting and Scheduling

The forecasting of dining room patronage and the scheduling of employees' working hours to dovetail with those periods of day when business is heaviest were other subjects Lundberg touched on dur-

ing his talks. To be able to make forecasts with a reasonable degree of accuracy, it is necessary that the manager have available sales figures for any given day of the previous year as well as a record of any unusual business (such as a wedding) that the club had that day. These two elements then are related to the weather forecast for the day in question along with the general economic trend or, as some managers may prefer, the club dining room's own sales trend for the year.

Matching employees' working hours to hours when dining room patronage is greatest calls for keeping records over a long period and definitely establishing at what times during the day the rush hours come. Regular and part time help then can be assigned to work accordingly. Lundberg pointed out that the restaurant business in general has more "down time" among employees than any other industry (45 per cent), but clubs are fortunate in that most have enough short-hours help (i.e., waitresses) to keep the non-productive portion of the payroll from becoming excessive.

At practically all clubs, Lundberg said, beverage sales follow food sales on a fixed ratio.

Water Was The Culprit

(Continued from page 72)

tude in the Chicago area that the Midwest supts. and the Chicago District GA called a special meeting in late August to discuss them. Ably moderated by Jim Holmes of the USGA green section, the panel placed full blame on the weather. Supt. Roy Nelson of Ravisloe thought drainage was the biggest area for improvement in the Chicago district. Dr. Bill Daniel of Purdue indicated a great future for dwarf type Kentucky bluegrass fairways kept free of poa with arsenicals. Toronto GC in Canada is removing Merion bluegrass from fairways and approaches in favor of bent. Golfers' objections, and not the condition of the Merion, is the reason why.

Drs. Mike Britten and Jack Butler of Illinois wondered if golf courses really want to get rid of poa, and indicated their approach would be to find better annual



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