

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)*