

then by all means, buy it now.

As you can see, my idea of a bargain is not the same as in the dictionary which explains a bargain as, "something which is purchased cheaply." As far as I am concerned, when something has a "sale price" tag on it, it is merely the price for which the merchandise should have been sold in the first place.

I have mentioned some of the reasons why I buy only quality goods and I hope I have been able to convince you of the value and importance of doing so. Perhaps the best reason of all for buying quality, however, is that your members soon learn that they are getting the best for their money. Stress quality not only in your menu but in your entire operation and you will not need quantity.

Personally, I do not believe in featuring a large menu at Minikahda as this means buying and storing a

lots of frozen foods. The only thing featured on my menu that is frozen is game and fresh fish. My menu is small but the quality is there. My members know they are getting the best.

When they get the best, they usually are happy. Happy members do not complain and this makes for happy working conditions. □

ABOUT THE AUTHOR—Born in Oslo, Norway, 54-year-old Carl-Fredrik Saether came to the United States in 1956 after spending several fruitful years learning and practicing the hotel and restaurant business throughout Europe. He is a graduate of Oslo Junior College, attended business colleges in Oslo and London and also is a graduate of a special hotel school in Grenoble, France. In addition to English and Norwegian, he also speaks

German and French fluently. He has worked at luxury hotels throughout Europe, spent time as a waiter on luxury steamers and was instrumental in helping open the famous La Belle Sole Restaurant in Oslo. He is a former manager of the Dombass Turist Hotell in Dombass, Norway, and later purchased this hotel where his wife now serves as manager. Saether spent several years teaching the hotel and restaurant business in Europe and today he is frequently called upon to teach in this country. In addition to cooking, his favorite hobbies include skiing, figure and speed skating. He is a former member of the Norwegian Olympic figure and speed skating team and also has served as an Olympic judge and referee. He has been the manager of the Minikahda Club in Minneapolis since April, 1962.

How to hire a pro

by
Russ Osgood

The conference table at a country club, is, relatively speaking, just as important as the board room of a large corporation. One important piece of business transacted at the club's table is the form of agreement on terms between the club, as employer, and the professional, as employee.

Whether a club or employer is hiring a pro for his abilities in playing, teaching, public relations or merchandising, the most important preliminary is that the employer produce a piece of paper outlining the pro's (1) estimated income, (2) duties or responsibilities, (3) conduct, (4) eligibility for club's hospitalization, vacation and retirement programs and (5) terms for concluding

employment. The piece of paper doesn't have to be a contract—it could be a pact, bond or agreement.

When a club is going to hire a capable and respected golf professional, the employer must have sufficient knowledge of the shop operation to make a good estimate of the income to be expected. A rough estimate will not suffice, since income from club storage, car rentals, lessons and merchandise sales will vary. A poor estimate can lead to trouble, as some clubs have learned. Should a pro do a good job for the club and top the estimated income, this, then, should be treated as a bonus for his services.

Widely varying opinions are expressed on the duties required and conduct expected of a pro. In setting forth rules, the club must establish a code that, if fully observed, will promote the golfing atmosphere desired by most of the members. A written outline of these rules will make the pro fully aware of his responsibilities.

Whether a club wants or allows

a pro and his employees to participate in its hospitalization, vacation, retirement and other fringe programs is the club's concern. It would seem, however, that if the pro is to be treated as an employee, without a contract, than he should be eligible to benefit from all these programs as are other employees of the club. If a contract is involved, it again becomes the decision of the club to allow participation. Any benefit offered should be put in writing, with the pro given an option to participate.

If the pro has a contract with the club, duration of employment should be established. When no contract is involved, some other piece of paper must be provided to give the pro protection for the \$15,000 to \$50,000 inventory on hand should his dismissal be abrupt. This is a delicate situation and must be arranged so that neither party is "holding the sack" to such an extent as to restrict future action. In most instances, the pro can return balls, clubs and bags to their respective vendors for credit. Soft goods,

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maintenance and repair costs. An ash tray—no matter how beautiful—which permits a forgotten cigarette or cigar to fall out can expensively mutilate even the best melamine laminate top. A fireplace without adequate damper control or fire-screening can, in a matter of minutes, reduce a room to a smoke-filled disaster. Window or door drapery treatments which subject fabrics to weather exposure can be very costly to replace. A service area subject to heavy cart traffic may prove less expensive

to maintain if ceramic tile wall surfaces or sturdy paint on hard plaster are employed, instead of a vinyl wallcovering, which may be easily torn.

Experience has broadly indicated that a careful consideration of all of these factors by club management is well worth the time and effort involved, and results in a valuable "package" of continuous value and enjoyment at least up-keep expense for almost every club membership. □

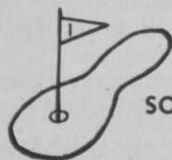
be a pro

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however, present a different problem of disposal. If not returnable for credit, as is most often the case, remaining soft goods can be offered to members on a quick sale and the balance liquidated with the pro and club sharing equally in the loss. Whatever conditions were agreed upon at the time of hiring should be shown under the "terms of concluding employment." □



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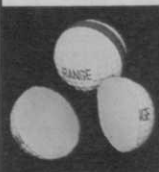
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