

## NEW for '69 *the* ELECTRIC CADDY®



Model 300

Combining the  
BEST of the old  
with the  
BEST of the new.

### HERE'S WHAT'S OLD.

- ★ **SUPER EFFICIENT TRANSMISSION**  
Delivers the maximum net power from batteries to wheels. This car can make 72 holes or more on one charge. Battery life greatly exceeds national averages.

### NOW, WHAT'S NEW FOR '69.

- ★ **SUSPENSION SYSTEM**  
It is all new with coil springs and shocks. This car rides low and safe, with controlled softness.
- ★ **BODY**  
Good looking lines with low profile; entirely functional with vertical bag racks. The body has a tilting feature for quick and easy maintenance access.
- ★ **SEATS**  
Vastly improved inner-spring seats are available in a striking variety of colors. Outstanding legroom means free movement for both driver and passengers.
- ★ **BRAKES**  
Service brake is disc-type, with 100% torque for greater stopping power. The parking brake is fully automatic and releases when throttle pedal is depressed.

- Commercial models for all applications.
- Fleet lease purchase plans.
- Fleet financing plans.
- Accessories available include special upholstery and canopy colors, windshields, lights, horns and multi-passenger options.
- We Trade, and we have the largest selection of good, used and reconditioned vehicles in the southwest.

**DISTRIBUTORSHIPS**  
ARE AVAILABLE IN SOME  
AREAS TO QUALIFIED  
INDIVIDUALS OR COM-  
PANIES CAPABLE OF PRO-  
VIDING SALES, SERVICE  
AND FLEET FINANCING  
TO THE GOLF AND INDUS-  
TRIAL MARKETS.



Model 304

- ★ **SIMPLE DESIGN** ®  
The ELECTRIC CADDY is not complicated by solenoids, electronics, gimmicks or gadgets. One man can keep the fleet running easily. Parts inventory is both smaller and less costly.

- ★ **FRONT FORK**  
On the 3-wheel models the new front fork provides outstanding riding comfort. This fork is really tough with compression type springs.
- ★ **FRONT SUSPENSION**  
The 4-wheel model features dual semi-elliptical springs and shock absorbers. It rides beautifully and turns on a dime. The stability of the 4-wheel is beyond question.
- ★ **WHEELBASE**  
All models for '69 feature a 3-inch longer wheelbase with the same, compact overall length. As in a fine car, this added wheelbase delivers a smoother, safer ride on any terrain.



**ELECTRIC CARRIER CORPORATION**  
D207, Petroleum Center SAN ANTONIO, TEXAS 78209  
GOLF CAR SPECIALISTS SINCE 1953

(512) 826-8694

For more information circle number 276 on card



## Accent on management

by Ken Emerson

### A job description Is essential

Mr. Jones, a capable and qualified young manager, was dismissed by his golf club last fall after only a year and a half on the job. The same week, Mr. Smith, an experienced and highly competent club manager in another state, was abruptly discharged after nearly 15 years at his club.

As case studies, these two isolated incidents are examples of how the relationships between well-intentioned employers and employees can break down through acts of omission. As events in human experience they were very real personal tragedies that could have been avoided.

Mr. Jones was hired only after his future employer had advertised extensively and carefully reviewed all applications. On the basis of his resume the club had called Mr. Jones in from out of state, paying his way, for a personal interview. Even then, only after carefully checking all his references, was the job offered.

On his part, Mr. Jones had investigated the club and found

Continued on page 70

## Emerson

Continued from page 58

it very much to his liking, though a bit loosely run. But he felt that he could do a good job, and the pay and fringe benefits were excellent.

On the job Jones found even more to reassure him. He liked the members and, apparently, the feeling was returned. He found, as the months passed, that more and more responsibility was given to him by the club's committees until, at the end of his first year, he was doing most of the planning and making the majority of the decisions that had formerly been delegated to the various committeemen. At the club's first annual meeting, he was roundly praised.

His first few months with his new officers seemed to give every indication of a repeat of the previous year. There were a few comments that he seemed to be doing everything his way, but his explanation that as the man on the premises he was better able to see the overall operation and make the on-the-spot decisions seemed to be accepted. Thus it was a total shock when the club president informed him that his contract would not be renewed.

In the heated discussion that followed, it became evident that some of the influential members of the club felt that as manager Jones had overstepped his authority. Although he pointed out that he had accepted only those responsibilities which had been suggested during the past year, his explanation seemed to aggravate matters.

Mr. Smith's case, though differing in its time span, was basically similar.

Over the years Smith had, in effect, become the club; his hand was evident in all decisions. By custom, the nominating committee consulted him on potential club directors; the entertainment committee habitually deferred to his recommendation, and the house committee and the greens committee seemed anxious to let him continue to make their decisions.

He had not acquired these responsibilities overnight, but only

as each passing year inevitably brought the election or appointment of a few club members only too anxious to receive credit for work they could delegate to others.

Now, with 15 years on the job, Smith had acquired a staff which could be counted on to work efficiently, the club annually showed a tidy financial net gain which could be used to develop its facilities. All the members needed to do was sit back and enjoy their golf club.

The blow, then, was doubly severe when it came. A month after the new board of directors took office word got to Smith that it was looking for a new manager. Unable to believe the rumor he confronted the president, who reluctantly confirmed it. When he asked for a reason, Smith was told that the board felt that he was no longer functioning as they thought a manager should. Enraged at what he felt was a lack of gratitude Smith tried to take his case directly to the members and abruptly found himself out of a job with two weeks pay.

Although these two incidents differ in detail, the basic cause and the dismal endings are the same—and variations of the scene are played and replayed every year in clubs across the country.

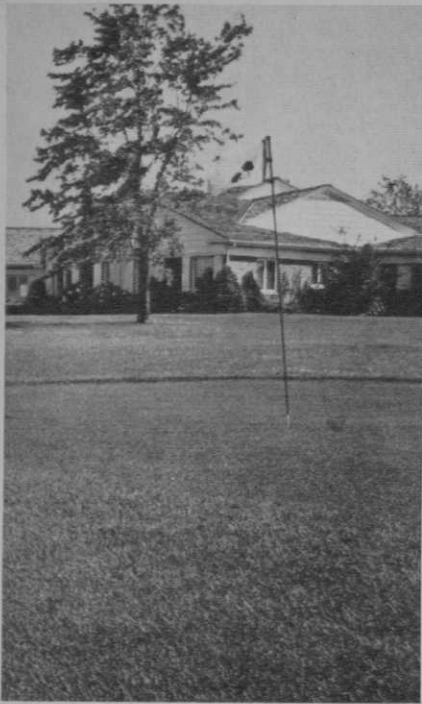
Each instance has one thing in common: Neither club nor manager took the time to develop a comprehensive job description for the position.

Given the cost to the club in time and money and the cost to the manager in terms of reputation, the frequency with which both overlook a proper job description is truly amazing.

The club spends dollars and hours in screening and interviewing applicants, pays for telephone calls, transportation and often for moving expenses. Yet it seldom puts in writing—even in general terms—what it expects of its manager, the limits of his responsibilities or a definition of his privileges.

The manager all too often lays his professional reputation and his personal security on the line in exchange for a vague verbal

Continued on page 76



## NOW Warren brings you Warren's A-20™ Bluegrass

The ideal grass for tees, approaches and collars. Takes short cut. Grows upright, gives better support to ball. Resistant to leaf spot, mildew, rust and stripe smut. Develops less thatch. Greens up earlier, stays green later.

Golf courses from coast to coast for years have planted Warren's Creeping Bent stolons for the finest greens in America. Clean, pure strain Warren's stolons provide perfect, even texture and color. Greens planted with seed do not hold their uniformity of color and texture as well as greens planted with stolons.

And Warren research has now made available the new grass, A-20, with the same high quality, for tees and aprons of greens. A-20 has been tested and rated by leading universities.

Write for specific information about A-20 Bluegrass and Warren's stolons.



For more information circle number 231 on card

# Beauty Reflects Their Performance



**HILLERICH & BRADSBY CO.**  
P. O. Box 506  
Louisville, Kentucky 40201

*Sold exclusively in pro shops*

For more information circle number 275 on card

## Emerson

*Continued from page 70*

description of his duties and responsibilities from a group of men who will be out of office within two or three years.

Certainly, this was the case with Mr. Jones and Mr. Smith and their respective clubs. To say that the blame for the series of events lay with either manager or with their clubs at the time they were dismissed is to overlook the true reason for their discharge. The real accountability lay with the men who had negotiated their employment in the first place. However well intentioned, they arrogated their responsibilities to their club and to themselves when they failed to prepare an adequate job description.

And yet, a job description is relatively easy to develop. If your club does not yet have such a manual, here is a simple outline upon which to build one.

1. Accountability: a) who manager reports to; b) who reports

to manager; c) accountability to other board members, other department heads, club committees, members, to and for vendors

2. Duties and responsibilities: a) those assigned in the bylaws and listed in board minutes; b) those assigned by the house rules and by committee; c) budget and financial responsibilities and limitations; d) committee assignments; e) attendance at board meetings; f) specific authority to hire and/or fire and limitations, if any; g) specific authority to purchase supplies; h) relationship to other club managers and to professional, trade associations.

3. Limitations: a) on personal use of club facilities; b) on family use of club facilities; c) on entertainment

4. Achievement guidelines: a) meeting financial goals; b) member satisfaction; c) staff satisfaction

5. Compensation: a) annual salary; b) fringes such as vacation, insurance, pension, association dues; c) method of salary review; d) condition of severance.

## RAIN ON CUE

Don't rely on the whims of weather. Ask Miller to give you "rain on cue" by installing an automatic sprinkling system. Often, an automatic sprinkling system will pay for itself in labor cost alone. If your course is already irrigated, Miller can economically convert your present system to one that is fully automatic. Remember, peace of mind is a built-in advantage of Miller sprinkling systems...so don't be irritated...get irrigated.

### MILLER SPRINKLING SYSTEMS

Division of A. J. Miller, Inc.

1320 North Campbell Road • Royal Oak, Michigan • 313, 398-2233

*40 years of experience in designing and installing  
sprinkling systems*

