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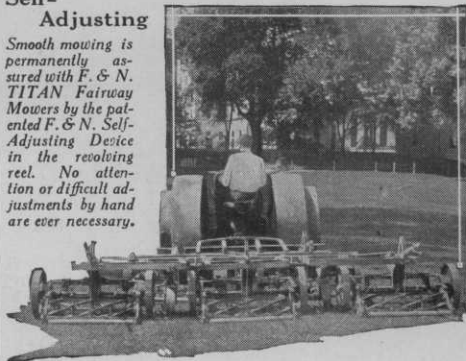
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Ten Commandments for Keeping the Pro Job

By JACK FULTON, JR.

THIS article is going to make some pros "sore." We are willing to take this risk, because it is going to do more of them, particularly the younger ones, no little good. If you think any of these "ten commandments" are wrong, we will be more than glad to have you write us your views. If you have some additions or comments to make, pass them on also.

ONE of the hardest jobs a young pro has to learn is that he is an employee and not a member of the club that employs him. This was most forcefully brought out in the experience recently gone through by a young fellow with one of the largest clubs in the New York area.

He came to the club after five years' experience, three as assistant pro and two on his own, with a small Ohio club. He was excellently recommended as a good teacher, a fine player and a man with sufficient polish and education to satisfy the requirements of a metropolitan club.

For the first month or so of his new position, the young pro was all that could be expected. The members found him agreeable, intensely bent on making a success of his new job and anxious to please. They patted themselves on the back and congratulated each other on acquiring so good a pro; for the past five years they had hired a new pro each year, only to find him unsatisfactory.

The young pro was not blind to this feeling among the members and in his desire to cement it still further, he made a point of taking frequent trips through the locker-room and stopping to chat with the various members he found there. There were certain members in particular, the "regulars" always at the club, with whom he became very intimate. He felt he was getting along in great fashion and that he had his job for life if he wanted it.

But toward the end of the season he became aware that the bulk of the members were less cordial than earlier in the year. It puzzled him and indeed, he did not grasp the reason fully until one day when the president told him the club had decided not to renew his contract for the coming year.

The pro was aghast. What had he done? Then the president, talking as a father to a son, explained:

"In your professional duties," his employer began, "you are all a club could ask; we have no kicks; from that standpoint we've never had a better pro and never will. But you have made one mistake all year that has soured the membership on you and, although most of the club officials wanted to keep you on for another year, the members at the annual meeting asked for a change. We can do nothing but be governed by their wishes."

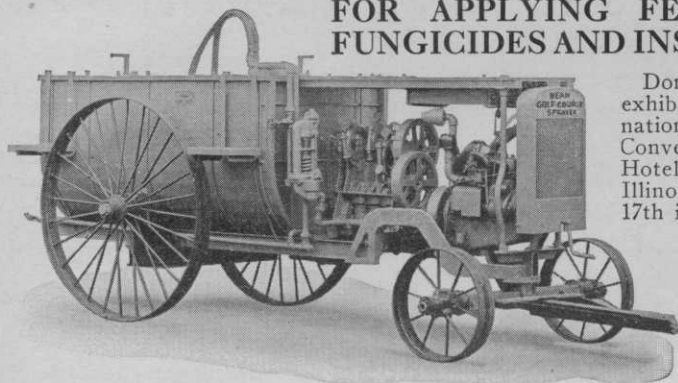
"Your mistake, and I really believe you will be very surprised when I tell you, is that you appear to be just a little too good for your job. You have made it a policy to spend a great deal of your time in the locker-room mingling with the members. As a result, when some member wanted supplies in your shop, you were not there to serve him but were mixing business with pleasure where you didn't belong.

"Let me give you a word of advice. If you want to be respected and looked up to in the next club at which you are employed, keep yourself aloof. Stay in your shop or out around the first tee, be cordial and friendly with everyone, but always hold back just a little. Show that you know you're an employee but a very high class one. Make the member realize it, too. I don't mean for you to act like Uriah Heep and overdo this 'unbleness' as he used to boast, but keep just a little apart. The older members will like it, you'll be more of a hero to the younger men, and the wives of the members, in particular, will respect your good judgment and reserve."

What a lot of good advice there is in that president's words, and how many young pros could profit by it. There seems to be something about country club life that lures them to excess familiarity not found in the pros whose jobs are the public links.

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Alex Pirie, president of the Professional Golfers' association, said recently: "One of the problems of the P. G. A. is to keep our members in their good positions. Too many pros who are well qualified as teachers, club-makers and greensmen, lose their contracts each year. Personality has a lot to do with this unrest and a book entitled 'Etiquette for Golf Professionals' wouldn't do a lot any harm."

Pirie is right. The pro holds no menial position; his is just as honorable a profession as the doctor's and lawyer's, and one his club's members look up to. He need not be "umble" at any time. But it is essential that he *never mix with the members*. The old saying, "Distance lends enchantment" still holds true.

If I were a pro, I think I would be governed by certain basic principles of conduct something along these lines:

(1) I would keep out of the clubhouse, especially the locker-room, except on business.

(2) I would never address a member by his first name, but would always use the form "Mr. So-and-So."

(3) I would never refuse a tip for some slight favor I had done a member. I would say, "That's all right—forget it." But if the member insisted, I would accept the gratuity and thank him cordially. Use some judgment.

(4) On the other hand, I would never charge a member for such slight jobs, as renewing the wrappings on a club or buffing up a head.

(5) I would unhesitatingly take back any merchandise sold by me which did not satisfy the member. I would be imposed on at times, but the gainer in the long-run.

(6) I would be particularly careful to be agreeable but never familiar when giving lessons to women.

(7) If I had a wife, I would instruct her to stay off the club grounds, at least during the daytime. If she insisted on visiting me at work, I would require her to remain inconspicuous.

(8) I would never forget that I am a professional man just as much as any doctor or lawyer, and would remember that the country club is primarily my business, not my pleasure-haunt.

(9) I would play no favorites among the members. Club politics have cost many a good pro his job, simply because he had

the unwitting appearance of being on the "wrong" side.

(10) As far as the members knew, I would be a tee-totaler. I would refuse invitations to drink by saying, "Sorry, I'm on the wagon these days."

These ten rules are not offered as a sermon. Nor, obviously, will all ten apply to any one pro. But, if you think they are not common pro failings, ask any member of any club what his pro's worst fault is—you'll find it among the ten precepts listed above.

Chicago Golf Show to Be Biggest Ever Held

WITH the opening curtain of the Third International Golf Show still three weeks away from GOLFDOM's deadline, the distinction of the event to be held at Hotel Sherman, Chicago, March 12-17, is assured as the biggest golf exhibition ever held. There are 104 exhibitors already signed for appearance. Of these 44 are showing for the first time.

Walter Hagen, who will be there as an active business man, boosting his own line of golf goods, also will be a big public drawing card.

The range of exhibits includes a vast array of equipment and supplies for the clubhouse, pro shop and course and it is confidently expected by the promoters, Sherman Lewis and A. L. Shaffer, that the event will draw so many purchasers from the country's golf clubs that the exhibitors will reap a rich harvest.

Dress the Part of Prosperous Pro

HOW much do the style and cut of Hagen's clothes add to his popularity as a champion golfer? No insignificant amount. Cooper, Farrell, Watrous, Armour and all the other well-known professional golfers are careful to appear well-groomed at all times. They, too, know it pays to dress the part.

Any pro can take a tip from this. His earnings depend largely on his popularity with the members of his club. A clean-shaven, clean-handed, well-dressed pro earns many a dollar he would lose were he less well groomed.

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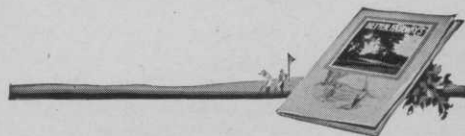
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"New Clubhouse Is Great —But"

ON PAGE 9 of the January GOLFDOM appeared a photograph and floor plans of the new clubhouse of the Lake Oswego Golf club at Oswego, near Portland, Oregon. Below we print a letter pointing out some defects in the layout. Aside from the interesting reading the communication affords, it is printed here as support for GOLFDOM'S contention that perfection in clubhouse design is still unattained.

The frankness of this communication wins our vote for Lake Oswego. We would there were more of this honest confession of mistakes by other clubs that have "been through the mill."

THE usual method of constructing and equipping a clubhouse before employing a competent manager is all wrong. Persons contemplating such an adventure should hire the manager first. What does the average architect know of practical dining-room and kitchen operation in relation to the employees' view? Nothing, unless he has made a special study of it.

It is a matter of common knowledge that the general service of a club is gauged more by the quality of service rendered in the dining department than by any other department. The whole structure of a service will topple if the restaurant service is permitted to remain below par for any length of time. On this basis, if the restaurant is the basis of service, the kitchen is surely the dynamo that generates the machinery. These facts ought to be sufficient reason why a competent manager should be on the job from the first.

The average architect is not concerned much with whether the work of the chef and his assistants is made as easy and handy as practical construction will permit. Rather, he will sacrifice utility to what he terms artistic harmony. The architect who designed the Oswego clubhouse probably does not know that the unhandiness and impractical construction of the kitchen was the fundamental cause of dissatisfaction among the cooks which resulted in changing crews three times in 1927. Ask any

manager what that would mean to his service and you will find that it is the most detrimental thing that could happen.

If you have a copy of January GOLFDOM before you, just turn to page 9. Here you have the floor plans of the Lake Oswego Country club. Note the proximity of the terrace and the showers in the men's locker room. Now just imagine the situation when some of the women are having luncheon or tea on the terrace, and a fore-some, after 18 holes of golf and a well-played 19th in the locker room, enters the shower. Men are wont to indulge in forbidden phrases when the shower turns from hot to cold. I might say that quite frequently during the summer, when windows are open, we have complaints from the ladies.

The only way of entry to the grill and terrace is by stairway past the men's locker-room entrance. While there is an intervening hall and an inner door equipped with a door-check, yet if someone is passing through these doors at the same moment a woman passes to or from the terrace, a sight is liable to flash on her vision that is exceedingly embarrassing. This has already happened several times.

Another bad feature is that the manager cannot get to his apartment on the second floor without passing through the ladies' parlor and hall leading to the women's lockers, unless he goes around the back way.

Why say more? The above criticisms are based on actual conditions and, I believe, sufficiently establish the soundness of the contentions at the beginning of this letter.



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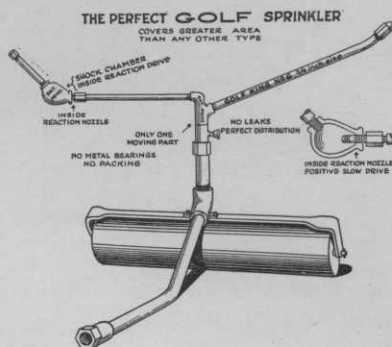
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Remember Replacements in Buying Policy

By FLO LEITER McNITT

Acacia C. C., Chicago

WE HAVE all heard that clubs cannot be run as other businesses and perhaps they can't in every detail, at least not by the "hard-boiled" methods used by some organizations. But I feel sure you will agree when I say that, as managers, we cannot be too strict in our demands for the perfect upkeep of our equipment.

Watch Power Bills

No matter how big a plant you operate, take time to learn it mechanically. Of course you have a chief engineer, but it isn't a bad idea to know enough to appreciate him. Then, too, he is human and must occasionally take vacations. If sometime, when he is away, you are making a tour of the plant and for example are near the motor that propels your refrigerating machine, does your ear catch that uneven flutter that means the machine is not properly adjusted and oiled? People who have missed the music of a perfectly running motor have missed much—really I think motors are a lot like people, each with a different tone quality in their voices. Motors become our masters when not governed, as we cannot help but realize when we see the power bill.

Speaking of the power bill reminds me of its nearest relative, the gas bill, another item that can be lessened by keeping the kitchen ranges at all times in perfect order.

Keep Up Repairs

But I haven't time to stay longer in the basement and the back of the house. The rest of the building should be watched just as carefully. If it has been permitted to run down so much that the repair department cannot put it in order, get enough men on the job to put things to rights and then hire a man or men to keep it that way by a close system of follow-ups. Laxness in repairs creates an atmosphere of carelessness to which the average employee reacts unfavorably—the kind of service they give the member is greatly affected by it.

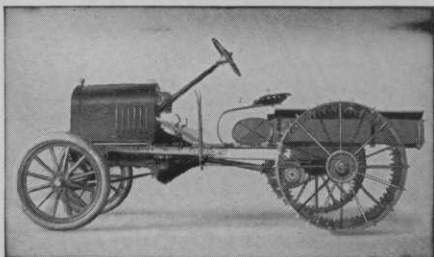
When equipping a new building, give a great deal of thought to the different items needed. This is the very time to begin thinking of future replacements. And here I would like to inject this thought—that with the exception of works of art and the more or less permanent articles, my advice is to patronize American manufacturers. There is a patriotic as well as an economic reason for this; replacements are so much easier.

Some Helpful Hints

May I offer, for the benefit of managers new at the business, a few ideas I have found helpful. If you are going to replace a standard article, such as sheets, pillow cases and the like, and they are not to have your club name woven in, and particularly if your order is comparatively small, don't wait until the last minute to let your dealers know you are in the market. Tell them several months ahead of time—often they will be buying these very items from the mills in great quantities for some new installation or larger customer. They will gladly include your smaller order at a better price than if it were a separate unit.

Here's another replacement tip. If your hangings and chair-coverings in the beginning were almost daringly bright and the time comes when some chair or davenport, which has been a general favorite, shows wear before the rest, forget the brave, bright colors with which it was originally decorated and replace the coverings with a more mellow combination of tones. The difference between the new and the old will not be so evident if this is done.

If you have a wholesale upholstering agency in your city, there is very often wonderful materials for this very purpose that can be had for very low prices when they sell their show-room samples. It is well to cultivate the acquaintance of these people if you do not already know them—they have much valuable information to give you.



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Each gallon of "ELECTRIC" Worm Eradicator can be diluted with 250 gallons of water, and covers 3,000 sq. ft. Two gallons will treat an average green.

The price of "ELECTRIC" Worm Eradicator is \$3.00 per gallon, and shipment is made in 5, 10, 15 and 50 gallon containers. We supply, free of charge, a measure and glass jugs for carrying the Eradicator from the stockroom to the greens.

The 50-gallon Sprinkling Cart shown above applies the liquid rapidly and evenly over the greens so that best results are assured. We supply the carts at cost price of \$35.00, with orders for 10 gallons or more of "ELECTRIC" Worm Eradicator.

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Caddie-Master Key to Club's Kid Problem

By EDWARD E. McCOY

President, Western Pennsylvania Golf Association

MY FIRST interest in the caddie welfare movement was caused by a remark made by the mother of several boys whose home was near a golf club to which I belong. She said, "I do not allow my boys to caddie at the golf club because the language of some of the members is not such my boys should hear." Knowing this woman personally and knowing her to be a woman of good standing and generous in her attitude toward life, I thought it was a sad reflection on us golfers.

What could I do? Then I was reminded of the fable, where a man took a candle from the drawer, and the candle said, "What are you going to do with me?" Said the man, "I am going to use you to light the ships at sea." Said the candle, "How can such a little thing as me light the ships?" But the man used the candle to light the lamp that reflected in the great top of the lighthouse and threw the candle away. It so happened some time after this I was elected president of W. P. G. A., and made up my mind to try a bit. What I am now about to relate covers a period of three years.

We first organized a caddie masters' association and brought the caddie masters together each month, played golf, followed with a dinner, and then heard direct the

caddie master's story, i. e., his problems in handling the caddie and his troubles with the members. We endeavored to have a caddie committee in each club to act between the caddie masters and the members and iron out any difficulty that might arise. I am glad to say that the commit-

tees have had few complaints to adjust, having in most cases been a fine moral support to the caddie master and the caddie, and, we believe, have been a restraining influence on the member who unconsciously does things he really didn't mean to do.

We have endeavored to have each club grade its caddies into class A and class B, paying a different rate. Some class B boys, who are less experienced caddies, of course, are included in each foursome with class A boys. Every club adopting this plan has been pleased with the results and most have adopted it. At the end of the season we had a caddie masters' tournament and caddies' tournament followed by a dinner, and I am sure all had a

good time and received some benefit from their experience.

Caddie Master and Committee

Each club must have a good caddie master, and working with the caddie master should be a good caddie committee whose heart is in the work and who will give the work some time and thought.

FROM A PAMPHLET ISSUED BY THE
CADDIE WELFARE COMMITTEE
OF THE W. P. G. A.

IT HAS been said, "Raise up a child in the way he should go, and he will not depart therefrom when old."

Members of a golf association are in a measure responsible for the raising of the caddies. We have in our association probably 4000 to 5000 caddies—some responsibility!

A caddie master instructing a new caddie said: "Hey, boy! Take this bag and get busy. Don't stand around looking dumb, as though you were a member of the club."

Maybe the language was a little strong, but it certainly brings home the fact that all our words and acts are having their impression upon the young boys.

Some of you would not believe the treatment some members give their caddies. It may be done unconsciously, but the effect is the same, and the man who "bawls out the small boy" is ear-marked as a man who lacks those qualities that make him a regular fellow among golfers.
