

List Rules of Conduct for Club Employees

CARL SCHWARTZ, manager of the Missouri Athletic club, St. Louis, is responsible for a card of "Rules of Conduct" which are used at his club and which have been sent to the managers belonging to the Club Managers' Association of America as an excellent example of rules for the guidance of club employees.

These rules follow:

This organization is owned and operated by its members.

All are entitled to the same privileges, and no favor must be extended or concession given to any one which is not available to all.

A member expects to get the service or information he desires with as little delay as possible. If it concerns another department, tell him where to go and how to get there. If you don't know, find out. If the rules forbid what he asks, tell him so. Always give the service desired or say why it cannot be done.

There may be times when you are asked to do something not covered by the

rules or your instructions. Make your decision as the interest of the member and the club seem best, and report the incident.

Employee's have the same right to complain of a member's misconduct toward them as the member has to report an employee.

Co-operation should be the rule throughout the club house. Men and women are hired to perform a specific duty. In addition, they are expected to help others when they see an opportunity to do so, or are asked to do so. We are all working for a living, and there is no sense in one employee trying to make it tough for another one. And it won't be permitted.

"Bawling out" is not permitted. And any one who needs this does not belong here.

No employee of the club has a "pull" with any one, and there is to be no playing of favorites.

Handle club property as if it were your own. Just because it does not belong to you is no reason it should be handled differently.

We want this organization to be a clean and decent place for men and women to

Frederick the Great didn't play golf

But if Fred had, his immortal saying would have been "A golfer travels on his shoes" instead of "an army travels on its stomach",—because nothing is as important to a good golf game as shoes kept in the proper shape. And the way to keep your members' shoes in perfect condition is to have Yellow Jackets put in them as soon as they are taken off.

It's been said that Yellow Jackets are worth their weight in gold, but this doesn't mean much because they're so light,—made of the finest aluminum. Yellow Jackets are adjustable, and stay adjusted. Fold up for travelling.

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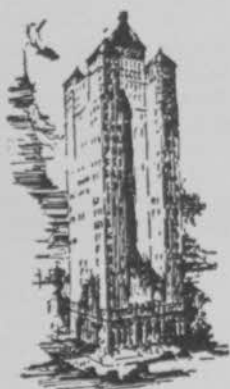
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work, and where women can feel safe. Men who are unwilling to treat women with respect, or women who encourage the familiarity of men, are not wanted here.

Employees are not permitted—

To offer any article for sale.

To solicit funds for any purpose.

To bring packages into the club house, to take out later, without checking them with the Back Door Man.

To take out packages without examination by the Back Door Man, who will, when he thinks proper, hold such packages for the Manager.

To have mail or other articles addressed or delivered to the club.

To use the telephones, except department heads for club business.

To have visitors, ex-employees not excepted.

Employees must notify the Back Door Man, as early as they can, when they find they will be unable to report for duty on time.

Department Heads are expected to see that the functions under their direction are carried out smoothly, effectively, and economically, and failing this, they should be able to explain why it cannot be done. Cleanliness and order are the chief essentials in the operation of the club house. Get over your department often enough to see that everything is clean, in proper order and in repair. And this applies as well to the quarters used by the help, storerooms, etc.

Suggestions for improving the service, for cutting waste and expense, and for better working conditions and the welfare of employees are earnestly solicited.

AND DON'T ACCEPT A TIP.

The Management.

H. SMITH ON YOUNG STAFF

HORTON SMITH has signed with the L. A. Young Co., makers of Walter Hagen golf goods, as manager of field promotion, the contract to become effective upon expiration of his present contracts. In this capacity the likeable and talented Smith boy is to have the job of seeing that fullest co-operation is developed between the Young organization and the professional shops.

Smith, although barely past his majority, has had intensive business experience in the pro field in both the bushes and the big time. He quit a teachers' college where he was studying to become an educator, in order to develop to the fullest extent his earning potentialities in pro golf. Smith has become a stockholder in The L. A. Young Co.

GREEN SECTION'S TRAVELING LIBRARY OF Greenkeepers' Books

OUTLINES WIDE FIELD OF STUDY

A HELPFUL and comprehensive bibliography concerning subjects of practical interest to the greenkeeper has been compiled by the U. S. G. A. Green Section. These books and circulars were on exhibit at the Green Section displays in the various golf shows this spring.

Kenneth Welton of the Green Section has supplied GOLFDOM with the following list of printed matter shown at the exhibit. The U. S. Department of Agriculture publications listed may be obtained free, unless otherwise indicated, from the department at Washington, D. C. Various state bulletins may be obtained upon application to the addresses given. The books on golf architecture and turf culture can be secured through GOLFDOM and we shall make every effort to learn the publishers and prices of any other books in the bibliography that our readers may desire.

List of Books

ARCHITECTURE:

- Golf Architecture—Mackenzie.
- Golf Architecture—Colt & Alison.
- Golf Architecture in America—Thomas.
- The Links—Robt. Hunter.

BOTANICAL:

- Gray's New Manual of Botany.

DRAINAGE:

- Practical Farm Drainage—Elliott.
- Textbook of Land Drainage—J. A. Jeffrey.

ENTOMOLOGY:

- School Entomology—Sanderson & Pears.
- Destructive and Useful Insects—Metcalf & Flint.

FERTILIZATION:

- Voorhees Fertilizers. Revised edition.
- Fertilizers and Crops—Van Slyke.
- The American Fertilizer Hand Book for 1928.
- Manures and Fertilizers—Wheeler.

GRASSES:

- Forage Plants—Piper.
- A Text Book of Grasses—Hitchcock.

PHYSICS:

- Physics of Agriculture—King.

SOILS:

- Soil Management—Firman E. Bear. Ed. 2.
- Soils—Hilgard.
- Soils—S. W. Fletcher.
- Soil Management—King.

TURF CULTURE (*Maintenance*):

- Turf for Golf Courses—Piper & Oakley.
- A. B. C. of Turf Culture—Noer.

LANDSCAPE:

- The Complete Garden, by Albert D. Taylor.

List of Bulletins

BIRDS:

- Bird Houses and How to Build Them—U. S. Dept. Agr. Farmers' Bulletin 609.
- How to Attract Birds in Northeastern United States—U. S. Dept. Agr. Farmers' Bulletin 621.
- Common Birds of Southeastern United States—U. S. Dept. Agr. Farmers' Bulletin 755.
- How to Attract Birds in Northwestern United States—U. S. Dept. Agr. Farmers' Bulletin 760.
- How to Attract Birds in Middle Atlantic States—U. S. Dept. Agr. Farmers' Bulletin 844.
- How to Attract Birds in East Central States—U. S. Dept. Agr. Farmers' Bulletin 912.
- Homes for Birds—U. S. Dept. Agr. Farmers' Bulletin 1456.

CLEARING:

- Boring Taprooted Stumps for Blasting—U. S. Dept. Agr. Farmers' Bulletin 600.
- Clearing Land of Brush and Stumps—U. S. Dept. Agr. Farmers' Bulletin 1526.
- Clearing Land—U. S. Dept. Agr. Farmers' Bulletin 974.

DRAINAGE:

- Tile Drainage—Michigan Agricultural College, East Lansing, Mich., Special Bulletin 56.
- Pump Drainage on the University of Wisconsin Marsh, Research Bulletin 50, University of Wisconsin, Madison, Wis.
- Drain Wet Fields, Bulletin 365, University of Wisconsin, Madison, Wis.

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Farm Drainage, Bulletin 178, University of Oregon, Eugene, Ore.
Tile Trenching Machinery, U. S. Dept. Agr. Farmers' Bulletin 1131.

FERTILIZERS:

Fertilizers for Special Crops (1926), Bulletin 383, Agricultural Experiment Station, University of Wisconsin, Madison, Wis.

Report on Inspection of Commercial Fertilizers (1928), Bulletin 296, Connecticut Agricultural Experiment Station, New Haven, Conn.

Fertilizers and Crops and Marsh Soils (1927), Bulletin 392, Agricultural Experiment Station, University of Wisconsin, Madison, Wis.

Soils and Fertilizers, Bulletin 322, Ontario Dept. of Agriculture, Toronto, Ont., Canada.

Loss of Fertilizers by Leaching, Bulletin 132, University of Florida, Gainesville, Fla.

GRASSES:

Bermuda Grass—U. S. Dept. Agr. Farmers' Bulletin 814.

Cultivated Grasses of Secondary Importance—U. S. Dept. Agr. Farmers' Bulletin 1433.

Imported Cultivated Grasses—U. S. Dept. Agr. Farmers' Bulletin 1254.

PESTS:

House Ants, Kinds and Methods of Control—U. S. Dept. Agr. Farmers' Bulletin 740.

Earthworms as Pests and Otherwise—U. S. Dept. Agr. Farmers' Bulletin 1569.

The Japanese Beetle—Circular 419.

The Chinch Bug in Relation to St. Augustine Grass—U. S. Dept. Agr. Circular 51-C.

SOILS:

Grouping Soils on the Basis of Mechanical Analysis—Circular 419.

Quality and Value of Important Types of Peat Material—U. S. Dept. Agr. Bulletin 402; 10c.

TREES:

Trees for Roadside Planting—U. S. Dept. Agr. Farmers' Bulletin 1482.

Tree Surgery—U. S. Dept. Agr. Farmers' Bulletin 1178.

WATER SUPPLY:

Farm Plumbing—U. S. Dept. Agr. Farmers' Bulletin 1426.

Farmstead Water Supply—U. S. Dept. Agr. Farmers' Bulletin 1448.

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WEEDS:

Weeds of New Jersey (1924)—New Jersey Agricultural Experiment Station, New Brunswick, N. J.

Some Farm Weeds, How to Know and Control Them (1924), Circular 171, Extension Service, College of Agriculture, University of Wisconsin, Madison, Wis.

Idaho Weeds (1926), Extension Bulletin 56, Extension Service, University of Idaho College of Agriculture, Moscow, Boise.

Pennsylvania Weeds (1927), General Bulletin 448, Pennsylvania Dept. Agr., Harrisburg, Pa.

Weeds—How to Control Them—U. S. Dept. Agr. Farmers' Bulletin 660.

A Plea For the Care of Young Trees

By H. Hunsucker

MUCH has been written about the care of old trees and they certainly merit all the care and attention prescribed. But what about young trees? Each spring, thousands of them are planted, with the very best of intentions, and through lack of care from 40 per cent to 90 per cent die during the first summer. Of course they can be replaced the following fall or spring, but one year's growth is lost thereby, together with the probability of losing a large per cent of the replacements.

Properly planted, pruned and attended during the first two years after planting, we should expect 95 out of each 100 trees planted to live and to develop into fine shapely trees. To secure this result, it will be necessary to follow certain rules religiously.

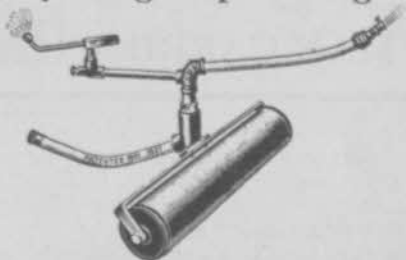
In the first place, trees should be selected from a nursery of good standing. They struggle enough under normal conditions without the handicap of a dwarfed root system and poor handling at the nursery. The order should specify straight trees of the size desired.

It is very important when the trees arrive to have them "healed in" at once. The term "healed in" means to cover the roots with moist soil, until they can be planted in their permanent location. The tree should be planted at about the same depth as at the nursery. More trees are planted too deep than too shallow. It is common knowledge that filling around old trees will cause them to die. Planting young trees too deep is a frequent cause of death the second year after planting.

Set them at sundown!



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A tree well planted should have the soil firmly packed about the roots, driving out all air spaces. The upper two inches should be left loose to serve as a mulch, and to readily absorb moisture.

Fall or spring planting depends on species, soil and climate. It should be done fairly late if planted in the fall, and early, soon after the frost leaves the ground, if planted in the spring.

It is usually not necessary to water trees when planted in the fall, and in the spring only if the ground is dry. It is necessary, however, to remove from one-third to one-half the branches of the top to compensate for loss to the root system in the digging operation. This should be done so as to leave a symmetrical top, rather than a bobbed one.

As a matter of fact, planting is usually done by an experienced man, one who understands these operations; at the same time it is well for the owner to know just what should be done, and to see to it that nothing is overlooked.

The critical time is after the trees are planted. Will there be an intelligent gardener in charge or will Nature have to care for it? The best of plantings can "run to seed" and die if left unattended.

Trees Must Be Nursed

After planting, the secret of success is cultivation.

What does the word "cultivation" really mean? It means stirring and hoeing the soil to conserve moisture and aerate the lower depths which are two essential factors in successful tree growing. Also, it means the destruction of weeds while they are small. All the watering one may apply in dry weather is never of real service if one neglects to stir and cultivate the surface afterwards.

Cultivate an area about the trees one-third larger than that of the soil removed for planting. Cultivate once every ten days during the growing season, for two years after the tree is planted. Discontinue, however, about the first of September, in order to permit the leaves to ripen for winter.

In the wet season, the general run of trees and plants is less thrifty than in a normal season when one can periodically cultivate, for the simple reason that soil which is constantly wet, even if well drained, becomes sour and mouldy. The surface becomes packed and the roots of the trees lack the air they so much need.

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BEGIN PROBE OF GOLF CLUB

House Operation

METHODS AND POLICIES

By JACK FULTON, JR.

IN JULY GOLFDOM will begin the first thorough survey of clubhouse operating methods ever made by an organization. This work is undertaken at the suggestion of numerous club managers and officials who have vainly endeavored in the past to obtain a definite idea of the policies and methods employed at other clubs. It is confidently expected that lively co-operation will be extended by club managers and officials to this work for its purpose is to provide helpful, comparative data that will make the work of the manager most resultful and better understood by his club and its officials and to furnish guidance to club officials in their efforts to make the clubs' operating policies and practices such that they will give some hope of an even break for the year instead of the customary deficit.

These are changing times in club operations. Hitherto club policies have been rather vague. No one seemed to know specifically what was to be considered the governing influences. Consequently, in such bewilderment, it was to be expected that

there must be disagreements, misunderstandings and deficits. In food service, to cite one phase of the change, there seems to be due a marked revision of the general practice. It came to our attention recently that the Brentwood Country club having tried out cafeteria service in the grill, changed from this type of service to table service as the result of Board action required in an emergency. When an opportunity was afforded to poll the members it was learned that the majority preferred the cafeteria service. At Olympia Fields the cafeteria service is tremendously popular. Has the drug-store counter idea of rush service and simplified menus changed the eating habits of men to the extent that it will revise country club food service? What will be the saving to the club? It is such subjects as this that the survey will endeavor to handle to some definite conclusion.

The survey will be conducted on the questionnaire plan, with well known club managers and officials being sent certain questions for answering. We realize fully

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that replying to these questions will require time and thought at a period when the manager is right in the thick of the battle. However, as the work is being done for the betterment of the managers' results and for promoting a sympathetic and intelligent appreciation of his problems, we trust that we will have their valued assistance.

Survey's Plan

The general division of the survey will be into three parts: (1) The policy of the club and its controlling factors; (2) the planning of food service departments in new club structures and revision for greater efficiency in existing clubhouses; and (3) the management of food service and other clubhouse operations.

The outline of the material to be obtained from managers, presidents and house-committee chairmen follows:

GENERAL OPERATING POLICY

Dependent on class of members

- (a) Social status
- (b) Financial status
- (c) Age
- (d) Metropolitan or small town
- (e) Compared with other neighboring clubs
- (f) Fraternal organization or sectarian
- (g) Kickers or easy to please

Dependent on number of members

- (a) Active golfing members
- (b) Active house accounts
- (c) Social, tennis, or other limited privilege members
- (d) Clubhouse available for non-member events
- (e) Guest average

Dependent on location

- (a) Handy to homes
- (b) Handy to offices
- (c) Competing food service establishments
- (d) Other country or city clubs competitive
- (e) Location of food supply sources
- (f) Fuel available

Dependent on help

- (a) Waiters or waitresses
- (b) Employees' housing facilities
- (c) Location of labor supply.
- (d) Wage scale
- (e) Size of staff (1) ordinary, (2) peak loads

Entertainment policy

- (a) Dances
- (b) Bridge parties
- (c) Trade tournaments
- (d) Private parties

HOUSE FACILITIES

Kitchen

- Size or kitchen
- Location of equipment
- Maintenance of equipment
- Depreciation of equipment
- Service routing
- Employment of labor-saving machinery
 - (a) Saving in space
 - (b) Saving in time
 - (c) Saving in operating cost
 - (d) Does saving justify investment?
 - (e) Ability to handle rush loads
 - (f) Hours use is made of equipment

Ventilation

Type of meal service as governing equipment selection

Storage facilities

Refrigeration facilities

Food preparation and service book-keeping

- (a) Budget preparation
- (b) Checking with budget
- (c) Checking purchases
- (d) Checking sales
- (e) Checking inventories
- (f) Labor costs
- (g) Cost analysis

Labor organization and management

- (a) Kitchen employees
- (b) Waiters

Menu preparation

Buying

- (a) Meats, fowl, sea-food
- (b) Canned goods
- (c) Vegetables (1) Operation of club garden, (2) Purchase from outside suppliers
- (d) Bakery goods (1) Operation of club bakery, (2) Purchase from outside suppliers
- (e) Other edibles and beverages
- (f) Kitchen equipment accessories
- (g) Using weather reports as buying aids

Hours of operation

FOOD SERVICE

Location from kitchen

- (a) Main dining room
- (b) Grill
- (c) Porch
- (d) Dance floor area

Table arrangement

Service facilities arrangement

Cafeteria or grill service

Hours of operation

Analysis of times of demand

Analysis of members' menu preferences

Serving costs

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Handling complaints

- (a) Food
- (b) Service
- (c) Charges

"Dressing" the service

- (a) Waitress, or waiter apparel
- (b) Table decoration
- (c) Dining room and grill room decoration

Food service to children

Food service to rooms

Food service to employees

Food service to chauffeurs

LOCKER-ROOM SERVICE

- (a) Men's
- (b) Women's

Service bar

- (a) Stock
- (b) Number of employees

Showers

- (a) Location
- (b) Equipment (1) Water heaters, (2) Mixers, (3) Dressing compartment, (4) Powder and other toilet accessories, (5) Bathing sandals

Clothes pressing, laundry and shoe shining service

Clothes and shoe dryers

Handling guests

Layout of locker-rooms

Avoiding cell-row appearance of locker-rooms

DORMITORY SERVICE

Assignment of rooms to members and guests

Price of rooms

Choice of room equipment

Interior decoration of rooms

Housekeeping

Housing club employees

LAUNDRY

How much work should club have to install own laundry

Location of laundry

Selection of equipment in laundry

Operation

- (a) By full time employees
- (b) In unused time of other employees
- (c) Costs and charges of laundry work

ACCOUNTING METHODS

- (a) Cost keeping
- (b) Members' billing
- (c) Budget preparation
- (d) Checking with budget
- (e) Comparison with other clubs on same accounting basis
- (f) Collection methods

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