# Greenkeeper's Labor Investment Has Biggest Problem of Waste

## By PROF. L. S. DICKINSON

GREENKEEPERS give much thought to the purchase of equipment, especially large equipment. A considerable portion of two or three days, together with travel expenses are frequently spent in studying the various competitive machines before the purchase is made. Time thus spent is justified by the fact that the piece of equipment purchased is the best possible choice for the given condition.

If the total cost of the study reached \$50 or even \$75, it would be cheap insurance or perhaps assurance for a \$500 machine. A considerable saving in cost is the result.

A laborer is hired for the playing season of approximately 25 weeks or 150 working days at a wage of \$4.50 per day. This laborer represents an investment of \$625.00 in labor, or if it is taken on the installment plan an investment of \$4.50 per day. Is much consideration given to the investment? Usually very little, and too frequently none at all.

Why is more consideration given to the machinery investment than to the labor? Isn't it because machinery is better understood and there are certain specifications that must be met before the machine is accepted? Also machinery is impersonal in its reaction, balking for one boss as quickly as for another if the adjustments are not correct. Laborers balk for one boss and not for another because the adjustments are not right.

GOLFDOM, in its recent survey, found that between 60 and 70% of the total expenditures for course maintenance was for labor. That fact is undesirable. Isn't labor worthy of thoughtful consideration?

## Chief Responsible for Waste

After 19 years of *practical* experience in hiring, directing and discharging workmen the writer is convinced, that in maintenance work, at least 75 per cent of labor inefficiency is directly chargeable to the superintendent or foreman in charge. Also, fully 50% of the 75% or  $37\frac{1}{2}\%$  is chargeable to poor selection of laborers. Who selects the laborer? Usually the greenkeeper or superintendent.

Usually the first step in effecting or suggesting a remedy for any trouble is to obtain the clear understanding of the existing conditions and what has been done in the past.

From the above paragraphs it should be clear that the first and most important factor effecting labor management on a golf course is *correct selection* and the present methods of selection must be understood.

How are laborers found? They are either gone after, brought in by another person, or appear by their own efforts. How are laborers appraised? In a very great majority of cases by (I've been guilty myself) "I saw him working on another job and he's highly recommended. I'll get him," or one of the influential members brought him around, or he's "my sister's husband's brother, and she insists that I hire him" or "he's a likely looking man." Really, very little systematic consideration is given to the hiring of a laborer.

As a machine has specifications, so should the job. That is not theory or bunk, it is a practical fact. Not only should the job have specifications but so should the laborer be subject to a measure of specifications.

## Hiring Specifications

Job specifications are frequently considered, for example, trimming bunkers and traps. One very necessary specification for such a job is the ability to swing a scythe. Other examples are numerous and because these specifications are generally realized, inefficiency because of lack of job specifications is low.

Inefficiency because of the lack of man specifications is very high. A very common error is to overrate a laborer's ability, especially when about to hire him. Who is responsible for the inefficiency if the laborer is given work to do that is beyond his physical, mental or moral capacity? Certainly not the laborer, especially if he does not shirk on the job. A laborer that is physically, mentally or morally unsound for the particular job he is to do is bound to be inefficient and very likely will become a liability. Man specifications decrease the number of misfits.

When a prospective laborer appears, find his specifications, the same as you would for any piece of equipment. "What are his specifications" should be the first thought of a greenkeeper when considering the hiring of a laborer.

Should the laborer know that he is being rated according to his specifications? Certainly. If questioned "can you do this or that" will he invariably answer "yes" to mislead? No, surely not without being detected.

No set rule can be made for specifications; they should be very theoretical, but tempered back to a point of practical application. They should form a basis whereby the employer can place a just value on the applicant's abilities. They should be the same for all applicants and obtained without reference to any particular job.

Having obtained a prospective employee's man-specifications, see if you have any job-specifications that correspond. If so, hire him and then if inefficiency occurs the laborer alone is at fault. If not, help him to find a job having his specifications, but do not hire him, and do an injustice to him, your club, and yourself.

The hiring of relatives and legacies from "the boss" are very numerous among golf course laborers. They are more inefficient and cause more unrest among gangs of men than is usually realized. How efficient do you think a relative or legacy can be if he is low in man-specifications? Not only is he inefficient himself but he has a very appreciable effect upon the erficiency of the entire gang.

Specifications help the employe, for if he is morally satisfactory and industrious his discharge will be only because the job is completed or he failed to meet the job specifications. Neither reason will hurt his chances for employment at other work having a less exacting job specification.

## How Time is Wasted

On nearly every golf course there is a recognized foreman or an accepted right hand man that assumes charge when the greenkeeper is away. The selection of the foreman is very vital to the labor efficiency. Here is an actual experience showing what gross inefficiency can be: The

greenkeeper selected a foreman for the gang because he was physically large and was a mechanic. He had stood around talking wise while the greenkeeper did the real mechanic's work. Before the foreman's appointment the greensmen had been coming in at about 10:30, cleaned their machines and did odd jobs until noon. The foreman found them leisurely but thoroughly cleaning their machines and bawled them out for not working faster. It took only three bawling outs to cause the greensmen to stay out mowing greens until noon for which they were not censured. Result for four months, four men lost at least one hour each day, for the same reason that you or I would. Were the men lazy? Were they inefficient? And should they be censured? No! "They acted human." The foreman should have been discharged, not demoted. The greenkeeper should have noticed the inefficiency.

I remember one experience that I had, that is very common with small gang management. We were laying a stepping stone walk and I had six men and a single horse tip cart on the job. I was such a good foreman that when I came to my senses I had four men idle, one man setting stakes for me to dig to, another watching to see that I dug square corners. All were saying to themselves "look at the poor fool work." When I realized what was happening, I began setting stakes, watching holes and laying out the work and the men began to work.

Inefficiency and imposition are the inevitable results of a foreman or superintendent "being one of the gang." Experience has taught me that better labor efficiency is obtained by being superior in every way, than by being "one of the gang." "High-hat" is not a good specification for a greenkeeper but one can think and act in a sure and firm manner.

## Avoid Obligations

Some laborers are very far-sighted in their actions. At first they work better than the average laborer, become familiar and too often a favorite with the boss, and before the boss realizes it he is under obligations to them. Once having gotten the boss obligated, the laborer plays all the tricks in his bag for he knows he won't be fired.

There are many factors that enter into the labor game when one starts to set the men to work. The routing of greensmen if they start from a central tool shed is not merely "John, you mow number 5, 8,

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7 and 12 greens." It becomes "John, you mow number 5, then 12, then 7 and end upon 8." John is routed so that there are the least number of occasions to stop for any cause whatsoever.

Laborers (and you and I) are alike, industrious if there is nothing else to do, but we are willing to stop at every opportunity. If a greenkeeper so directs his men that they have many occasions to be distracted from their work, the greenkeeper is at fault. What are stopping possibilities? The meeting with a fellow laborer, a drinking fountain, an apple tree in fruit, the end of a job, hose across a green that has to be moved to permit the green being mowed. There are many other occasions each of which may cause the loss of from 5 to 20 minutes time. Don't blame the laborers if they stop,reduce the stopping places. One hour's planning for a stretch of the course could easily save an hour of the laborer's time each day.

The laborer will do (so would you if you were in his place) just about as much work as you expect him to do, less a little bit "that he is entitled to" each day. Many golf courses are paying the price of "I'll allow you so much time for the job each day." Just to show the greenkeeper that he is wrong, the laborer soon "requires" 15 minutes more.

Of course with certain jobs such as mowing the greens there is not a great variation in the daily time. There should be, however, and the greensman should be encouraged to come in as soon as is reasonably possible after finishing his work, and not to stall until all mowers are in, or to be in at a regular time each day.

Inefficiency is bound to follow "example work" (here again have I been caught). "Here let me show you how to do that." Grab the pick, mower or whatever it is and work like a Trojan, fast and furious (until you get tired) and because you are boss you can stop. Drive the man to your example pace. He'll work as hard as you did (while you're watching) but how he will loaf afterwards! Young foremen are more frequently guilty of this offense than the old timers.

Efficiency is gained by having the men play cards, or go home with pay, rather than do some obviously follish job just to take up the time. I know of 1,000 flats that were mowed from the southeast corner to the northeast, then to the southwest and again to the northwest corner in order to give the men something to do. Before they started mowing the men knew why they were told to mow them. Lazy habits are easily acquired and the inability of a foreman to have *real* production or construction work to do causes loss of respect. All tend toward lowering the efficiency of laborers.

Given laborers with good specifications, in jobs having comparable specifications, and directed so that there is a minimum number of occasions for stopping, and very few will shirk their work. They will do a fair day's work for their employer and for themselves.

## Mrs. A. R. Gates, Wife of Pro Administrator, Dies

Glencoe, Ill.—Mrs. A. R. Gates, wife of the business administrator for the P. G. A., died suddenly of a heart attack at the Gates home, November 12. Mrs. Gates suffered a previous attack during the St. Louis Open but was thought to have recovered completely. She attended the theater with Mr. Gates the evening of the 11th in apparent health and died early the following morning.

Mrs. Gates was former women's golf champion of the South Shore C. C., Calumet C. C. and the old Washington Park C. C. She was prominent in social and club circles, being an active member of the D. A. R. and the Daughters of the British Empire among other organizations.

She was a woman of charming personality and her untimely loss is mourned by a host in the golf field. Besides her husband she is survived by one son, William A., two sisters and three brothers.

## Wisconsin Plans Greenkeeping Short Course for 1931

Beloit, Wis.—Charles Bingham, 1253 Eighth st., greenkeeper at the Municipal course, is writing members of the Wisconsin Greenkeepers' association in his capacity as vice-president, soliciting suggestions for the second short course in greenkeeping to be held at University of Wisconsin, Madison early in 1931. Prof. J. G. Moore of the university faculty again will be in charge. The registration fee will be \$10.00.

Greenkeepers in Wisconsin and adjoining states are invited to advise Mr. Bingham of their intention to attend the course and detail any points they would like to have covered in the curriculum.

## Design Details of 9-Hole Course Watering Demand Care

(Concluded from November)

By WENDELL P. MILLER

T IS customary to start from the source of supply with (usually) a threeinch main running in a straight line for the farthest corner of the course, taking off branches and laterals as needed. and reducing the pipe size at each branching. In this behalf one must have full knowledge of the water pressure and volume available (residual or operating pressure, and not still or static pressure). From the tables are calculated the capacity of the pipes. The sprinkler and pipe manufacturers provide tables showing the discharge and diameter covered, of the sprinklers at various pressures. With all of the information and tables mentioned it is a simple calculation to determine the sizes of pipe necessary to deliver the water necessary.

Design without regard to future use is, of course, poor engineering but designs without complete calculations and certainty of results is no engineering at all. Still you will find that most initial tee and green systems show not the slightest trace of even rudimentary engineering knowledge or skill.

## **Figuring Results**

Before completing the design it is necessary to determine the number of sprinkler settings for each green for the sprinkler chosen—the discharge—the number of hours required to irrigate each green—the amount of labor required. Failure to figure these things and to figure friction losses in the piping, and to determine all the facts of the water supply, have resulted in corresponding failures of irrigating systems of such haphazard arrangement.

## Correct Design

A correct design for the tee and green system can be secured only by anticipating the future extension of the course into 18 holes (if land is retained or available for this purpose) and planning a complete hose irrigation system, with the projected extensions into a complete hoseless system. After complete irrigation is planned, it is easily possible to select from the complete plan such portions of the ultimate system as are presently needed to reach the tees and greens, using, however, occasional long laterals (2" size) to reach tees and greens which otherwise, and as part of the final system, could be reached only by long runs of larger piping. In other words, considerable judgment is required to balance present and future requirements against future abandonments and present capital outlay.

## Design Plans (Maps)

Topographical maps are valuable in irrigation design, but not necessary. A complete layout map of the course showing every piece of pipe and tile and every valve and fitting, is absolutely essential. Further, extreme care should be taken to preserve several copies of the map and pass it from one administration to the next. The originals should be kept by the club's engineer, if there be one-if not, the club's secretaries should be charged by the board with keeping track of the map. Where the club has a policy of long term green-chairmen the club can entrust the original maps (tracings) to the chairman. We consider negligent of his duties any greenkeeper who does not maintain a complete up-to-date layout, water, and drainage map of his course. Failure to preserve their maps has caused much extra expense, much grief, time, and lost motion to clubs when the time for improvements has arrived.

## Winter Drainage

It is necessary to lay the mains and laterals to grade, though not below frost line. Whenever possible, the laterals should be laid to drain backwards into the mains. The mains should be laid to a definite gentle grade so far as possible with the fewest possible number of low points and "pockets." At each low point or pocket in both laterals and mains it is necessary to install drainage outlets (if the course is located in the freezing latitudes). The simplest good form of drainage is an



Greens watering system must take approach watering into consideration. Proper arrangement of outlets for this work demands thorough study.

outlet taken from the bottom of the main at the low points (or end of lateral, or low point in lateral) and terminating in a hand valve which is surrounded with a 12" tile set on end and reaching to the surface where it is covered with a heavy wooden disk which fits tightly in the bell end of the tile. At the bottom of the tile and below the valve there should be a pocket of gravel or cut stone (except in sandy or gravelly soil). The drain valves are opened in the fall and closed in the spring.

A cheaper form of water pipe drainage,



Hunting for pipe connections. This expensive work shows value of accurate map,

one that is quite commonly used in sandy soil, consists of merely a tee and plug in the line, or at the end of the line. When fall comes it is necessary to dig down to the plug, remove it, drain the system, and replace the plug. This method can be improved by using a tile and cover to eliminate the digging.

If proper attention is paid to drainage by constructor, damage by freezing of water in the pipes is eliminated.

Every drainage outlet should be faithfully detailed on the plans of the course.

## Blow Off Chambers: Blow Off Valves

These represent an unnecessary capital outlay and are to be found only in irrigation systems designed by people who have had no prior contact with turfed area irrigation.

## **Outlets:** Location

The outlets should be located so that not over 100 feet of hose are needed for any tee, green, or combination. There should be one outlet for every green, located on the *lower* or near side so that the approach can be watered from the green outlet. The green outlets are preferably located within a few feet of one of the lower corners of the greens.

## Watering Approaches

This is usually not provided for. If the outlets are located on the approach side (corner) of the green, and suitable pressure is provided, the greens may be watered in one setting of a few hours, and the approaches or green aprons in one or two more settings.

#### Tees

Some of the tees will be served from the green outlets—and in most cases the tees will be irrigated during the early morning hours. The water requirements of the tees are considerably less than the greens.

## FRICTION OF WATER IN PIPES

(From "Standards of the Hydraulic Society") • Loss of Pressure in Pounds per 100 Feet of 15-Year-Old Smooth Pipe. No. of

Sprinklers Served	Gallons per Minute	3/4 "	1″	11/4″	1½"	2″	21/2"	3"	4″
1	20	58.9	18.2	4.8	2.3	0.8	.3	0.1	
2	40		65.8	17.3	8.1	2.9	1.0	0.4	.1
3	75				26.0	9.0	3.1	1.3	.3
5	100				44.2	15.5	5.2	2.1	.5
8	150					32.9	11.0	4.5	1.1
10	200					55.9	18.7	7.7	1.9

## Outlets: Size and Kind

The proper size outlet for hose is one inch. The friction loss in 3/4 hose is astonishing, it is sufficient to render impotent an otherwise satisfactory water system. On the other hand, hose larger than one inch is hard to handle. Further, one inch hose will carry, without undue friction loss, all the water any of the best sprinklers on the market can handle.

Street washer outlets (lawn boxes) and also all types of valves for threaded hose connections are almost obsolete on golf courses. Threaded outlets are now being installed only by club committees and others who have no knowledge of golf course operations. There are quite a number of satisfactory "quick coupling" valves on the market, and there is no more reason for not using these than there would be to return to the blind typewriters of the nineties.

## Hose

The hose should be in 100-foot lengths and not in shorter lengths connected with couplings. Ninety degree swivels should be used at the outlets to prevent breaking the hose.

#### Risers

The risers should be of the same size as the pipes which feed them. From the standpoint of future changes, no riser should be less than one and one-quarter inch.

#### **Pipe Sizes**

The smallest pipe suitable to feed a single outlet is one and one-quarter inch. Pipe this size carrying 15 gallons per minute loses nearly three pounds pressure per 100 feet. If 20 gallons are forced through it the loss becomes five pounds per hundred feet. Pipe so small as  $1\frac{1}{4}$ " should not be used unless pressure pumping is installed or adequate pressure otherwise provided—in which event one and one-quarter inch pipe should be limited to terminal runs of not over 150 feet and even not then unless absolute shortage of funds compels.

One and one-half inch terminals of short length can be used to feed two outlets provided there is plenty of pressure. A

Comparative	C	arl	oad	Pri	ices	of	Pipe	Per	Hundred	Feet	
	T	0	R	Chie	0.00-	-Oct	ohor 1	0 10	20		

Prices supplied by Jas B Clow & Sons

		o on work to wood of	and a second second			
				(*)		(‡) (*)
			Standard	Class 150	(*)	Class 150
	Black	Galvanized	Black	Cast Iron	Class B	Cast Iron
Size of Pipe,	Steel	Steel	Wrought	DeLavaud	Cast Iron	Precalked
Inches,	Threaded	Threaded	Threaded	Bell &	Bell &	or Screwed
Internal Diam.	& Coupled	& Coupled	& Coupled	Spigot	Spigot	Joints
11/4"	\$ 8.19	\$ 10.59	\$ 15.85			\$ 20.60
11/2"	9.79	12.67	17.91			
2 "	13.18	17.04	24.10	(†)	\$ 25.00	23.40
21/2"	20.84	26.95	42.00			
3 "	27.25	35.24	54.92		48.50	41.55
4 "	41.93	53.32	76.19	\$48.00	57.00	50.18
6 "		93.92	134.20	68.50	81.50	72.10
8 "	103.31	131.81	204.04	97.25	116.00	101.86

(\*) Prices include lead and jute for hot poured lead joints.

(1) Prices supplied by McWane Cast Iron Pipe Company.

(†) Six foot lengths.

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glance at the table shows the situation clearly.

Better to use a minimum size of two-inch pipe for all terminals, laterals, and risers. Two-inch pipe will carry 35 gallons per minute with a loss of only two pounds per hundred feet — hence two-inch pipe can be used for two outlets in runs up to 500 feet, or even more, under booster pumping.

## Mains

The minimum size acceptable for the principal main is three-inch and the fourinch size is much better. Four-inch pipe will carry 150 gallons per minute with a friction loss of only one pound per 100 feet of pipe, whereas with three-inch pipe the loss is nearly five pounds per 100 feet. Where the principal main branches, the branch lines should be two and one-half inches in size. If readers will examine the following table carefully, they will readily understand the question of pipe sizes.

## Friction in Pipes

Friction caused by the passage of water through pipes is little understood by both laymen and designers who are not engineers. Pipe friction is an insidious enemy which works unseen and unappreciated, something considered to be a mysterious technicality raised to complicate an otherwise simple matter. Yet there is nothing more certain and definite than friction in water pipes in connection with the carrying capacity.

We ask each reader to look at the above table, and notice the sharp increase in friction loss in the smaller sizes of pipe as the flow is increased from 20 gallons (one sprinkler) to 40 gallons (two sprinklers), and to 75 gallons (three sprinklers). With the foregoing table in mind, it is easy to understand how the friction losses in long runs of small pipe nullify the initial pressure, and handicap the greenkeeper.

## Friction Tables

Exhaustive investigation of friction losses in the last few years have resulted in a revision of the old tables of friction losses. Designers are advised to be certain that the tables they are using correspond to the foregoing table, which is taken from the standards of the Hydraulic Society and converted into pounds by the following: (1 foot of elevation = .433 pounds pressure). The new tables are much higher than the old tables. Some of the sprinkler manufacturers are still distributing the old tables which are now known to be very misleading.

## Pipe

There are three ordinary classes of pipe —steel, wrought iron, and cast iron. Wrought iron and cast iron pipe have a life of 75 to 100 years, or more. Steel pipe is made in plain (black) and galvanized finishes. Black steel pipe lasts from eight to 15, or even 20 years; galvanized steel pipe lasts longer than the black pipe. Clubs installing steel pipe do so in the certain knowledge of replacements within eight years to 20 years, according to water and soil conditions.

In the 3" size and larger, cast iron pipe is cheaper than wrought iron, both are equally satisfactory. In the 4" size and larger, steel pipe is more costly than cast iron, and awkward to handle. The following table illustrates the difference in the cost of different kinds and sizes of pipe:

## Chickweed and Plantain Control in New England

QUES.—What method other than iron sulfate is effective in controlling chickweed and plantain? What strength? Ans.—Enough iron sulfate to kill chick-

weed and plantain will kill the grass.

Spraying with arsenate of lead will do a good job on plantain. This is not so successful on plantain as on dandelion. Use about four pounds per 1,000 square feet.

Sulfate is not satisfactory because it kills everything. The chickweed came back.

On pearlwort, three pounds of sulfate per gallon applied with a paint brush gave good results in hot weather.

Arsenate of lead put on dry and washed in killed chickweed and not grass. This is due to the fact that the chickweed leaves being wider, hold the arsenate of lead while the grass doesn't. This was on the U. S. D. A. plots. Also used dry—dusted on the chickweed—gave good results.

Loosening the soil drives our plantain sometimes.

Plantain may be driven out by applications of poultry manure or by other fertilizer.—N. E. Newsletter.

Here's some indication of American ingenuity. George Klewer, a Chicago golfer, has a collection of 447 different golf tees, many of them being picked up at a Chicago public course.









(Printer's Idea of Merry Christmas)

## Hoping that it does you some good, Golfdom's Gang again wishes you

# A Merry Christmas

Again the one day armistice in the battle against grouches, bills, prohibition and other sectors of innate cussedness comes around and we rejoice with you.

We meditate on the results of our four-year merry grind in making Golfdom a helpful factor in the golf field and a substantial business enterprise. The outcome of our pondering is a surge of gratitude to our friends. They did the scoring and we caddied.

To Golfdom's readers who have helped us with a lusty willingness when it must have meant inconvenience and work to them, we wish the best for Christmas and the New Year that they could wish themselves.

And to Golfdom's advertisers (may their tribe increase) we wish the richest dividend in the joy of jingling jack that they have pushed our way.

Write your own ticket for Christmas and the New Year, all of you, and we'll O. K. it plenty.

GOLFDOM'S GANG

Joe-Herb-Jack-Carl-Albro-Bill-Dwight-Willie-Jim-Hal-and all the cute little fillies in the stable.

# "Jumping Jack" Malley Is Coast Model of Star Pro Service

By D. SCOTT CHISHOLM Associate Editor, Country Club Magazine

( T F YOU want to be successful in your golf shop from a salesmanship point of view you must have the merchandise to sell your customers in the first place. And in the second place it must be the class that your customers want to buy, otherwise you are sure out of luck. And, don't forget, you must see that your prices are right and that your weights, lengths, colors, etc., are standard in the general run of things." It was Jack Malley, genial, full-faced professional at the exclusive Annandale G. C. at Pasadena, California, talking. Malley is known as an unusually keen salesman, soft spoken, gentle mannered and always the very essence of courtesy to all and sundry. Some able salesmen are born aggressive-Malley was not. When he first got a glimpse of daylight in the city of St. Louis, his baby cries were not as lusty in their tones as were those of babies of a similar age and equal huskiness. This calmness of voice and mannerisms of gentleness have stood with Jack ever since.

"Yes, one must carry a comprehensive stock to command the business of the average country club member these days. It's not like the good old days when department stores didn't realize what this golf business was all about and paid little attention to golfers, either male or female. It so happens, fortunately, that the Annandale membership is not of the department store type so I experience little competition from that source," said Malley.

"I find it an easy matter to interest my members in matched sets nowadays. It is rare that I sell a single club if the truth were to be known. Even the women folk are commanding matched woods and matched irons today. Heretofore they were satisfied with any odds and ends shown them but I have an idea that the fact that the husbands will use nothing else but matched woods and irons has instilled the idea into their heads so they won't either. I like to wait on the women. They are easier to please. When the



Genial Jack Malley, Annandale pro, a paragon of velvety selling.

average common sense woman of today walks into my shop it's a ten to one bet she'll say, "Well Jack, you know better than I do what will suit me best. Pick out what you think I really need."

## Jumping Jack on the Job

We were sitting in Malley's shop while this interview was going on and I'm sure that Malley doesn't know to this day that I was interviewing him. He would get up and leave me sitting there every five minutes or so to attend to minor matters about his shop. I asked him, "How many clubs do you carry in stock—I mean month in and month out"? He paused a couple ot moments as Cliff Shaw, his able caddie master called him to the telephone. It was a stranger on the telephone asking him if he would be interested in buying a miniature putting course in Pasadena for a matter of a mere song.

"How many clubs do I carry? Well, 300 to 500 on an average. I carry my heaviest stock in January, February, March and

