

and often enough to keep them bright and attractive in appearance.

Paths should be kept cleared and well defined, and underbrush cut away in groves or woodland lying near the fairways and tees.

Grooming preserves the natural beauty that surrounds nearly all playing surfaces on a golf course, and in adding further features such as artistic bridges, steps, specially designed benches and shrubbery bordered paths and shelter houses, many greenkeepers show more than a touch of genius.

### Compare Courses

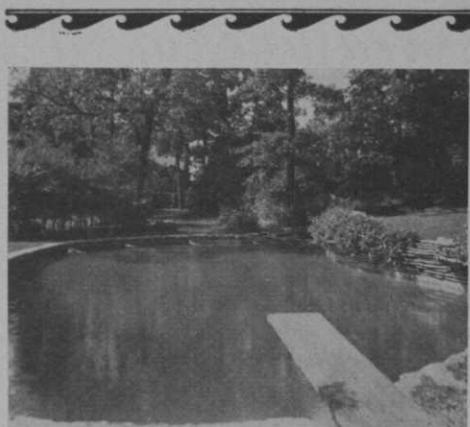
As golfing members visit other courses, so should the greenkeeper spend some of his leisure time in looking over the results for which other greenkeepers are responsible. At most golf clubs there are certain times during the year when the course is supporting its "peak load" of golfers. At these times the greenkeeper finds more than enough to do on the home grounds. At slack periods it is often possible for him to take enough time to call upon nearby greenkeepers who have been recommended for their achievements, and compare notes on methods around the course.

Throughout Canada and all northern and central states long evenings prevail in winter, and no greenkeeper who wishes to improve his standing can afford to let this time go by without assimilating all possible information, both scientific and practical, relating to the maintenance of golf courses. The greenkeeper on any course will find it distinctly to his advantage to index the important information in the publications, and keep them filed as read in loose binders easily procurable for the purpose.

In addition to the knowledge he picks up from day to day in handling the work around the course, and that secured through reading, the greenkeeper is the recipient of quantities of free advice from everyone interested in golf with whom he holds a conversation.

Here is where his natural commonsense and discrimination must guard and guide him. Sifting the wheat from the chaff of word-of-mouth advice about keeping greens is good mental exercise, and sometimes excellent information is the result of careful screening.

While he is on the course, and bending every effort toward getting the day's work done, the greenkeeper who is obviously busy at his job is less often interrupted.



## A Profitable Luxury

Properly built and operated, a swimming pool can be more than a luxurious appointment for your club, more than a source of enjoyment and health for club members and their families—it can also prove a financially profitable unit.

In nominal "towel fees" alone, many club pools pay a direct operating profit, and, at the same time, increase the use of all club facilities by bringing all members of the family to the club, and bringing them regularly.

Our suggestion that you install an Everson Pool at your club deserves serious consideration and investigation. We believe you will find one a good business investment.

### Recent EVERSON Country Club Pools

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Filtration Systems—Pool  
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EVERSON SWIMMING POOLS

# Measure of a Manager Shows Club Operation Is Complex

By HENRY R. DUTTON

*National Secretary, Club Managers' Association*

*(Concluded from November)*

THE ideal club manager must be a skilled person with keen judgment in buying; good taste—call it an artistic taste, if you will—and he must know values. Inasmuch as thousands of dollars are expended each year in the purchase of such items as linen, china, silver, glassware and kitchen equipment, the manager should have some knowledge of the science and manufacture of these articles, and have that technical information to guide him in the purchase of them on a sound basis as to quality, desirability and price, and as a purchasing agent, although he may not buy directly the food items, leaving this to his steward, he must, nevertheless, have a thorough knowledge of this angle of the business. The purchasing of food is one of the most important of all the details coming under his consideration, for it is in the club restaurant the biggest loss is sustained through waste, inefficiency, dishonesty and ignorance.

You will obtain, therefore, an opinion from your applicant in regard to his familiarity with the subject, encourage him to recount his experiences in other clubs with these various items, and inquire of those who have employed him in the past as to his efficiency in regard to the matters just covered.

## They Must Know Food

I said before that the restaurant was of utmost importance from a financial standpoint, and no one, I am sure, will argue this point. It is, therefore, understood that the knowledge of food in all its various ramifications is highly technical. It is not gained overnight, neither is it gained from cook-books or correspondence school courses. It comes only through hard experience and experience gained under actual working conditions, extending over a period of years.

No man who has not had the opportunity to work his way from the receiving

room to the storeroom, through the pantry, bakeshop, butchershop, kitchen and thence to the dining room can hope to compete in knowledge and ability and get the same results in the restaurant as the man who has had these experiences can. The ideal manager insofar as food is concerned knows how to buy, when to buy and where to buy, quality to expect and the price to pay, and he knows these things only because of his experience. This manager knows further how much to buy, what yield to expect from the kitchen, how food should be prepared and how served. He knows the steward's job, the chef's art and the correct method of service, which should be employed by those in the kitchen and the dining room.

Through this experience he can discover waste and inefficiency in a moment. At a glance, he can detect proper quality in cooking and correctness in presentation. He can demand those things through the fact that he has had practical experience which gives him the knowledge, and this further brings to mind that he gets better work from his employees because they respect him for his knowledge.

In late years, a vital factor has been introduced in restaurant merchandising, call it food control or restaurant analysis, as you wish, but in its varied forms both limited and comprehensive it is invaluable, and I might say indispensable to efficient restaurant operation. Especially your manager must know methods of food analysis and their proper application. He should know normal percentages and be able to correct such percentages as are out of line.

## Graduate of "The Mill"

For one engaged in the business, the discussion may go on indefinitely, but the gist of it all is that this manager must have "gone through the mill," as the saying goes, and his experience in restaurant work must have covered at least ten years,

and preferably longer. If your club is one where banquet service is an important factor, make certain that your manager has had this experience also. Unless you as a committee member have been yourself engaged in the restaurant business, hotel or club work, the measurement of your manager in this particular unit, restaurant operation, will depend largely upon the thoroughness with which you investigate your man's experience with those for whom he has formerly operated in similar businesses. I cannot stress too strongly at this time the importance of rigid investigation, personal where possible, instead of perfunctory letters which bring the reply that "Mr. So and So served in the capacity of manager for so many years and proved thoroughly capable in every respect." Such letters are very easy to write and, particularly after a lapse of years, they mean nothing. Rather see financial statements, menus and get the reaction of those who were associated with your candidate in his previous employment. Too often is this matter of investigation a mere gesture when in any other profession a thorough searching of the records is the first step in judging his availability.

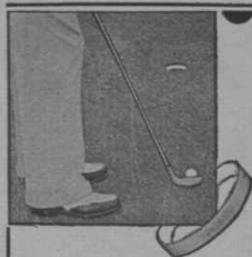
I realize, of course, that it is not possible to be an expert in all things, but club management covers a multitude of detail and embraces lines of endeavor more varied than in any other line that I know of except perhaps the department store.

A general knowledge of the various subjects, however, is absolutely essential, and there must be sufficient business background of executive ability and personality which will fit him to handle such specialized departments as you operate. For instance, he must know something of the cigar business, the operation of the barber shop, the baths, athletics, and as your golf club manager, certainly he should know the game, play the game, understand something of greens and grounds upkeep and the problems involved.

One has only to consider the various problems coming up in the course of a manager's day in the club to further realize the diversified knowledge which must be his and to appreciate the importance of the club as a business.

### The Manager's Day

The manager reaches his office in the morning and finds there various memoranda of details that have to be gone into. He has his notations of telephone calls



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way into modern  
golf.

A "hit" with  
clubs and  
players alike.

"Come-Putts" reinforce edges of the hole. Reduce wear and tear. Dress up the greens.

"Come-Putts" greatly increase visibility of the hole—thus improve putting and make players enthusiastic for the course. A necessity for the club that is up-to-date—that has its players' good will at heart.

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which he must make. He has his dictation to do and his instructions to issue for the various departments, and department heads. He may possibly make it a practice to set aside a certain portion of his morning to inspecting the various departments and in addition to this, perhaps he has some bookkeeping problems that have to be gone into with his bookkeeping department. There may be the question of the budget to be discussed with the finance committee, there may be some special banquet arrangements that have to be made that he himself wants to be responsible for. He calls in the head of his banquet department to go into these details with him or perhaps he wishes to confer with the people responsible for the giving of the banquet. He may call to his office next his purchasing agent or steward depending upon the size of the club and the manner in which his buying is done, or he is anxious to keep in touch with market conditions and the type of merchandise which is being purchased for the club restaurants. Furthermore, there may be certain mechanical details concerning the club's plant, questions of lighting, or plumbing, or heating, refrigerating and other such propositions which his chief engineer may wish to talk over with him.

### A Membership Aid

Next comes a member who wants to know something about membership conditions, or the possibility of putting up a friend on a guest card, or then again he may wish you to give some special attention to a guest that he expects to arrive; or on the other hand he may have a complaint concerning the service given him in some particular department. Here your tact and diplomacy must come in to play and your knowledge is such that you can give immediate explanation and advise him as to what definite steps will be taken to correct this situation. Then in a few moments you are consulting with an equipment concern for some new kitchen equipment you have in mind, and here too a knowledge of kitchen layout, kitchen requirements, service requirements, the difference between the utility and the desirability of monel over polished steel, of a drop-cover dishwarmer as opposed to the sliding type. Perhaps, too, the architect is with him because you are reconstructing your building, and you have got to make decisions concerning the location for drains, and sleeves for steamlines, etc.

Now I could go on almost indefinitely

with these various diversified problems which come up in the course of a day, but to sum them up briefly, the manager has to consider many different unrelated problems whether it be steam, electricity, laundry equipment, methods of laundering, purchase of textiles, silver, china and glassware, furniture, judgment in painting and decorating, knowledge of kitchen equipment, of dining room and bedroom equipment, methods of controlling and handling his organization which might be called in general terms "employment," methods of selling, of publicity, of advertising, of merchandising, consultation with members on a multitude of problems, musical matters, entertainment problems, quality of coal based on thermal units of heat, the same in relation to gas supply, the general upkeep and cleanliness of his plant, the appearance and department of his employees, the laying out of various systems, the proper functioning of his organization and the routine work. These and a hundred other details come to his hands each day, each week, and month, and year.

Committees and managers too must admit that here is a big job for a big man.

To recapitulate, therefore, I will say that in taking your measure of your man, you must judge him to be familiar beyond a doubt with the many phases of club details which I have mentioned before—not necessarily an expert to the point of holding a degree in these subjects, but a general knowledge, above the average, to fit him to dictate intelligently to those heads of departments who have the various matters in hand.

As a man, he must be able to elevate himself to the point of equality with those whom he hopes to serve, his honesty and integrity must be above question, he must have all the requirements necessary for good salesmanship, he should be well grounded in the business of accounting, he must have vision and be ready to adopt new methods, new ideas and all the modern improvements which come day by day to this great profession.

### Good Manager Grows

His aim should be the continual seeking of new knowledge through study and experience, he should be familiar with the operation of various departments, such as barber shop, cigar stand, candy counter, baths, sports, recreational features, grounds, and all those departmental activities which are part of the club service.

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Write for our Catalog and copies of testimonials from leading golf clubs throughout the country KEMP MANUFACTURING Co., Dept. C, 2001 Peach St., Erie, Pa. Prompt Shipment from Warehouse Stocks



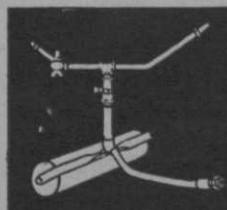
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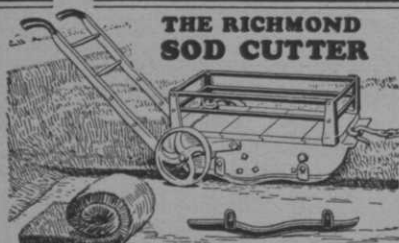
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JOHN WILLY, 443 South Dearborn Street, CHICAGO - ILLINOIS

We hear a great deal today about turning waste into wealth. Certainly there is no business in which this question of salvage can be so advantageously applied. Therefore, your manager must of necessity be an efficiency man.

Judge your man as you would a prospective member in regard to personality, character and education. Regard your club as a big business and realize that inasmuch as we have proved that this business requires the services of a specialist, don't forget that you have to pay a specialist's salary; for nothing was ever truer than the saying that a cheap man is more expensive in the end. Certainly you would not turn over a plant with five or six million dollars' investment with a turnover of a million or two million dollars a year to an incompetent, and that is exactly what the average club amounts to today, a big business with tremendous investment, and its success depends upon the leadership you give it.

The history of clubs and hotels proves the theory often advanced that these two businesses reflect as do no others the personality of those directing them. This is particularly true of clubs, and is the reason why you mark the difference in the general tone and atmosphere and satisfaction of members in one as opposed to another. This can be attributed only to the personality of the manager himself with due consideration of course to the committee which is back of him.

You will have no trouble recognizing the right man for the job which you have to fill if you will give due consideration to the job itself and what it entails. Be certain that your man has the necessary technical knowledge, and see to it that his records bear close scrutiny, not based on the size or number of positions that he has filled, but on his achievements and the financial records which he can produce. Be sure that he has courage and confidence in his ability, as certainly no one wants a "yes man," and his value will prove itself in his ability to disagree where he conscientiously believes he is right.

In other words, get your applicant from the right source, measure him thoroughly and without bias, carefully, painstakingly, and then give him a free rein to do the job. Any house committee or board of governors of a club which will follow this procedure will be assured of freedom from many of its present worries.

## Classified Ads.

Where the Man and the Job Get Together

Rates: 10 cents a word per issue. Minimum charge \$2.50

### GET THE RIGHT MAN FOR THE JOB HERE

There is no charge for help wanted advertisements in **GOLFDOM**. We want to make it as easy as possible for a golf club to get the right man for the job, so if you are considering applicants for a position as greenkeeper, pro or manager, your advertisement in **GOLFDOM** will put you in immediate touch with the best available talent.

Hire your men early to make sure of getting the ones you want. A good department head for a golf club doesn't stay "at liberty" long.

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**Greenkeeper**—Ten years Middle West experience. Established new course maintenance organizations for firm of golf experts. Capable remodeling. College training. Age 35, married. Good references. Open permanent connection 1931. Address: Ad 804, % **Golfdom**, Chicago.

**Home-bred professional**, age 31, 8 years in present district, forced by wife's ill health to seek position in Southwest or Middle West. High grade business man, understands all angles of pro's duties; best of references. Address: Ad 803, % **Golfdom**, Chicago.

**Country club in Kansas** wants man and wife to handle operation of plant. Man is to be pro, greenkeeper and general manager. Wife to be hostess. Club now has 175 members, good golf course, 40 acre lake with fishing, boating and swimming. Campaign for 75 members and building of \$7,500.00 clubhouse soon to take place. Also contemplate installation of grass greens. Beautiful setting for club and prospects of being unusually lively and profitable plant. A good opening for the right people. Please submit qualifications in first letter. Address: Ad 805, % **Golfdom**, Chicago.

**Manager** with 11 years' successful experience at prominent metropolitan district club desires new location for 1931 season. Has unusually fine qualifications in general clubhouse management, finance and secretarial duties. Has been directly responsible and financially successful in handling club operating details in a manner that relieves officials of worries connected with all phases of house operation. For complete information write: Box 612, % **Golfdom**, Chicago.

**Position wanted** for winter months in South as pro, assistant, caddie master, or assistant by pro who is all around man. Good club-maker and teacher. Married; good worker at all times. Also open for position for summer season, 1931, as pro. Will go anywhere. Address: T. J., % **Golfdom**, Chicago.

**Professional**—Thoroughly experienced. 10 seasons present position, re-engaged for 1931. Previously held position for 9 years. Open for winter season. First class instructor and thorough knowledge of construction and maintenance—good player. Member P. G. A. English born. Age 47. American citizen. Can be very highly recommended. Address: Ad 710, % **Golfdom**, Chicago.

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HAVE AGAIN OF EXTENDING  
YOUR WINTER SPORTS AND  
MAKING YOUR CLUB MORE  
POPULAR!**

Here is a description of the slide and equipment:

Three raceways with structural steel frame members and legs. The legs are counterbraced with rods and turnbuckles. Assembly requires eight concrete piers on which legs are mounted. Top clear space is level, fenced in, and will accommodate about twenty people at one time. The flooring is 3-inch maple, bolted and with clips. Starting rail, slide dividers, etc., are complete. The right-hand side looking down is a fenced and railed climbing aisle, complete with angular treads for good traction. Three electric light standards are part of the equipment. In addition, there are twelve 8-foot toboggans in good condition, equipped with cushions.

If you are interested, we suggest a visit of inspection or write Black River Country Club, Port Huron, Mich., for additional information.

**General Manager**—Public Golf Course—Experienced general manager on pay-play courses available about February. Experience includes development of play, maintenance, construction, advertising and management of clubhouse. Now managing 36-hole course. Excellent references. Address: Ad 807, % *Golfdom, Chicago.*

**FOR SALE**—Nine-hole course and hotel clubhouse, fast growing section of Adirondack Mountains, house has 17 guest rooms, nine baths. Four years old, increasing its popularity and revenue each year. Owner has other business; will sacrifice; give liberal terms and time to Gentile purchaser. Address: Ad 801, % *Golfdom, Chicago.*

**Greenkeeper**—Capable of taking entire charge, would like first class course. Thoroughly experienced in construction and upkeep of excellent greens, both seed and stolon. Can give satisfaction on moderate budget. Understand golf machinery. Married. References. F. J. Hartwell, Apt. 42, 2475 Madison Rd., Cincinnati, Ohio.

The pro position advertised over Box No. 615 in *GOLFDOM* has been filled. The letters of endorsement forwarded by applicants are being returned in order of their receipt.

**Professional and Greenkeeper**—Now employed, desires a change. Married; age 35; 18 years' experience. Will consider pro position. Can furnish perfect references as to teaching ability and qualifications in general. Address: Ad 802, % *Golfdom, Chicago.*

**Professional**—Open for position at medium-sized club, also expert greenkeeper if desired. Good player and instructor. Man who tends to his duties. Four years at last position. Can furnish A-1 references; married. Willing to go anywhere. Address: Ad 800, % *Golfdom, Chicago.*

**Greenkeeper**—Married. American, age 34, would appreciate opportunity to serve as greenkeeper. High school education, originally farmed. Past five years in full charge 18 holes. Good references. Could call for personal interview; own automobile. Address: Box 623, % *Golfdom, Chicago.*

**For Sale or Lease**—Nine-hole Fee Golf Course on the Gulf Coast Riviera and Old Spanish Trail and in the heart of the residential section of Mobile, Alabama. A year-round proposition. No competition. Address: Box 1615, *Mobile, Alabama.*

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PUTTING GAME**

Chicago, Ill.—The Beckley-Ralston Co. has a new home putting game played with an ingenious device, a putting trap of regulation size that sets on the floor without injury to the rug, and catches and holds the ball if the putt is accurate. Regular golf balls are used and the trap is adjustable to take care of either the old or the new size golf ball. Players use their own putters. Books, tables, etc., are used for hazards.

These traps make up a very fascinating game that amuses the whole family during the winter months. They are made of metal and come in lacquer finish in three colors—red, yellow and green. They retail for 75c each, or in a set of three packed in a box for \$2.00, and have a good pro discount.

**Manager** Bohen of Chevy-Chase advises separating cups and demi-tasse cups and saucers, also glass, and washing separately to reduce breakage.

John Keenaghan of the Beach Point club says: "To check up on kitchen napkins for cooks, etc., have a red thread run through them from end to end."

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Ground, Foreh

Garbage incliners

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Handicap cards

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Water

Hedge trimmers

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Mowers—Fairway, Green,

Rough, Tee

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Mower overhauling

Mower sharpeners

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Putting cups

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Refrigerating Machines

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Spiked

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Seeders

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Shelters, Course

Shoes

Showers

Shrubs, Trees

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Sodcutters

Soda fountains

Soil screeners

Soil testers

Sprayers

Spreaders

(arsenate of lead)

Sprinklers

Sprinkling carts

Swimming pools

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Underground

Tea room equipment

Tee boxes

Tee markers

Tee umbrellas

Tees—Patented

Tennis court equipment

Tile—Drainage

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Weed stingers

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(PLEASE PRINT SIGNATURE AND ADDRESS PLAINLY)

Club .....

By .....

Position .....

Address .....

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Date.....1930

## Vol. 4

# DECEMBER, 1930

No. 12

*Cover Photo: Clubhouse of Clarence H. Geist's famous 36 hole Boca Raton Club, Boca Raton, Fla.—Gorden B. Anderson, manager; O. S. Baker, greenkeeper; Tom Armour, pro.*

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