

feminine models

are now available for the woman player. And with the ever increasing number of women golfers, new prospects are being brought into your shop. They're anxious to play the game, and equally anxious to use the proper equipment. Put a complete set of Hagen women's clubs on your display racks and show them to the first woman golfer that walks into your shop. You won't have to convince her that this is the set for her game. The attractiveness as well as the distinct feel of these clubs will do your selling job for you. And it will show you the added profit in selling clubs



"Blade" irons for the Crown or Inter-are shorter, deeper and place more weight in the head. Shafted with hickory shafts.

The new Hagen WHF model woods for women are running mates to Hagen "Compact Blade" International irons. The new steel shafts allow plenty of feel and the heads are sufficiently large for the large ball.

designed particularly to meet the requirements of the woman golfer's game.

Many women have been playing for some time. You should have a set of Hagen women's clubs to help improve their game. As for the new players ~ start them off right with a good set ~ sell them Walter Hagen clubs for women golfers.

It's a wise pro who sells special putters

why? Golfers probably worry more about putting and develop more pet theories about putting than any other part of their game. Constantly attempting to lower their number of strokes on the green, they are particularly interested in clubs designed to aid them in this accomplishment. Q THE HAGEN DE LUXE

NO. 10 putter will appeal to many. The head is of brilliantly finished solid stainless steel with a long neck and narrow blade. It is made only with steel shafts.



Q THE DETROITER putter is designed on the center shafted theory. The head is of



satin finished aluminum alloy and it is shafted only with steel shafts. Both of these clubs are applicable to many golfers' style of play. You should have them in your shop. Q THE 1.68 HAGEN BALL, with its improved method of construction,

insures the most desirable quality in a golf ball — maximum carry. At the same time it maintains absolute accuracy in the air as well as on the green. Playing the large ball, golfers will appreciate these advantages — they will insist on using the best — a golf ball that will give them every possible yard of carry with the greatest possible accuracy. Give them every opportunity to enjoy the game more — sell them 1.68 Hagen balls.



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greenkeeper is rightfully worried over replacements of equipment if his budget has to be drawn on for the full amount of a set of cutting units, for example, every three years without any provision being made for an increase in budget or the right to carry over the previous year's savings.

Without special provision a set of cutting units every three years means just one thing and that is that every third year there is approximately \$250 less spent for maintenance. Couple that with additional traps, fertilized fairways and other desirable items that increase maintenance cost and if the greenkeeper maintains his standard for that year he is a master greenkeeper who has had some good breaks with the weather.

Consider Labor-Saving

Labor-saving equipment deserves more than careful consideration by the green committee. It demands intelligent and unselfish thinking. Of the greenkeeper, it demands a revision of his own efforts.

Consider the far-reaching effect the purchasing of any equipment has if it can reduce the working force on a golf course from 14 men to 10, or from 12 men to 8. A payroll reduction of approximately \$2,600, or a little over 17% if four men are kept throughout the year and the greenkeeper's salary is included. The budget makers see an immediate reduction of \$2,600 less cash cost of the labor-saving device. Fine! Bring on some more labor-saving devices.

Some narrow-minded individual with much "economy" and little practical experience says, "We've cut our budget from \$20,000 to \$18,000. John Greenkeeper won't have so much responsibility, let's cut him 10% in salary."

Such an absurd idea should be ruled out at once, squelched, and the perpetrator sentenced to ten years shoveling compost. The physical plant over which the greenkeeper is superintendent is no less valuable because of the payroll decrease, therefore there is no lessening of responsibility. The payroll may be decreased but the results demanded are not less. Therefore, the need for ability is no less.

Directing Greenkeeper's Efforts

Labor-saving equipment should affect the disposition of the greenkeeper's efforts. If there are fewer men to be bossed, there will be less demands upon his time as a foreman. What then should he do with

the time? The greenkeeper is the one who can best decide. That part of his salary that formerly went to bossing the four men discharged because of the purchase of labor-saving equipment must be paid for either by skilled labor, supervision, or expert knowledge.

As a boss over his men the greenkeeper assumes the role of foreman. As a director of operations he is the superintendent and his ability to correctly order the operations determines his grade as an expert.

As an expert the greenkeeper is a profitable investment. As a superintendent he pays fair dividends. As a foreman or skilled laborer he may be neither profitable or costly, but as a laborer he is very costly. A few minutes' thought should convince anyone that as labor-saving devices increase, the greenkeeper must earn a greater amount of his salary as an expert. However, the demand for a foreman does not decrease in direct proportion with the payroll decrease.

On a 9-hole course where the laborers are cut from 7 men to 3 or from 5 to 2, it appears at first glance that the greenkeeper is left high and dry with no one to boss. So he is—but he is no less valuable than he was before the advent of machinery, if he maintains his present maintenance standard.

9-Hole Man's Job

The writer has heard a number of snap-judgment men sneer at a greenkeeper of a 9-hole course. Even gone as far as to say that the greenkeeper on an 18-hole course was worth three times one on a 9-hole course. Any such idea is erroneous. Here are only two of a number of arguments. The standard of maintenance of playing surfaces on the average 9-hole course is equal to that of the average 18-hole course. Fifty rounds of 18 holes on an 18-hole course is equal to 100 rounds on a 9-hole course. Think it over.

With the reduction of laborers there is a definite increase in the magnitude of an error. Every greenkeeper realizes that fact either as stated, or with a different understanding. This labor-saving equipment is placing a greater premium on the greenkeeper's abilities and not returning him to the ranks of laborer.

To return to the budget and the green committee, let us assume they realize all the above conditions, and are set on reducing the budget by purchasing labor-

saving equipment. Here is a warning. All labor-saving devices to date have to do with routine work, work that must be done periodically, daily or otherwise. The budget demands that the labor force be reduced to "moving the machines" and a spare. Don't yield to the demand for if you do it will in due time be costly to your club.

The green-committee and greenkeeper are working with things that are animate. Turf is sensitive, is hurt by harsh treatment, and responds to nursing. Wounds cannot be entirely healed by machinery, neither does machinery pay particular attention to the pimples on the face of "number nine" green, or nurse a sick green. The danger for the budget makers is that in their enthusiasm they are liable to reduce their labor budget so much that there will be no personal care, nursing, or attention to ailing areas of turf.

Labor-saving machinery is *desirable* for routine work on golf courses for it releases men from grooming the course and encouraging the grass, particularly sickly grass. If experiences teach that a machine can save four men's time, buy it, but cut only two men from the payroll instead of four. Even then there will be a reduction in the budget. Place more value on the released men than on the payroll saving by discharging men.

Advancing the Greenkeeper

Some one slips an item in the budget proposals for, say \$250, to be used for professional improvement of the greenkeeper. Should such an appropriation be in lieu of a salary increase? How should the greenkeeper use it? What becomes of added obligations if the greenkeeper accepts the offer? What will he get out of it? Will it be worth it? These are pertinent questions to be answered frankly.

Salary increases are for added responsibilities or rewards of merit. Professional improvement is keeping abreast the times and increasing one's knowledge. One can hardly be substituted for the other.

A greenkeeper can use an appropriation for professional improvement in a number of ways. There are meetings and conventions that he should attend. There are always special projects being undertaken within reasonable travel distance, or the winter schools for greenkeepers are worth attending.

The greenkeeper accepting professional improvement opportunities from a club is

obligated to put forth his best efforts that he may acquire as much knowledge as possible. He is also morally obligated to remain with the club long enough for the club to profit by their generosity.

The greenkeeper will get as much out of professional improvement as a member of any profession does. The amount will be in direct proportion to his efforts, willingness to learn, and ability to absorb what he sees and hears.

If professional improvement is unprofitable, why are doctors, lawyers, bankers, and merchants seeking and demanding such improvement?

The 1931 budgets of golf clubs are to have a very far-reaching result upon the individual club and upon golf courses in general. They must not be selfish and short sighted but must be economically sound.

Greenkeepers Show Space in Lively Demand

Cleveland, O.—Fred Burkhardt, chairman of the show committee of the National Association of Greenkeepers, forecasts a complete sell-out of exhibition space at the fifth annual exposition which will be held at the Columbus (O.) Auditorium during the first week in February, 1931.

Burkhardt reports that more than three-quarters of the space already has been reserved. Indications for attendance at the annual convention which will be held in conjunction with the exhibit point to a record figure as a number of additional clubs have ruled to make their greenkeepers' convention expense a logical detail of the maintenance budget.

Golf, the game that grew without newspaper publicity, now is getting attention from the press. At Merion 75 golf writers filed 2,225,000 words with the 32 telegraphers in the press quarters. Thousands of words additional were filed at the Philadelphia telegraph offices. When Jones made his debut at Merion in 1916, 300,000 words on the tournament were filed by 29 writers to six telegraphers.

The writers praised the Merion press arrangements made by R. L. Barrows; chairman of the club's press committee, as the best of any national golf event.

Gate receipts at Merion totaled \$55,670, the highest amount of any national championship gate. There were 3,091 six-day tickets and 16,362 daily tickets sold.

Let Manager Manage, to Escape House Operating Deficit

By THOMAS REAM

Manager of Calumet Country Club

ALTHOUGH the country club manager is finding that his number of "bosses" has practically doubled during the last four years his job of management is getting simplified.

The increase in the number of "bosses" is due to the great interest women have taken in golf clubs. Where the manager a few years ago, could consider that he had 300 "bosses," this being the number of men at the average metropolitan district golf club, he now has every wife as an added equal owner in the club's assets and feeling an equal and rightful importance in the club's management.

Where the paradox of simplified management under this recent development comes is in the general re-organization of the house operating plan. In the old days it was not uncommon to have large and unwieldy house-committees with each member telling the manager what to do and how and, as a result the entire membership was encouraged to have its say in uninformed and extravagant management of the club. In addition to harassing and hopelessly handicapping a manager who otherwise would have had a fighting chance to run the club smoothly and profitably, this meddlesome method invariably got the club in an uproar and assured the continuance of cliques that were serious menaces to the club's progress.

However, this picture is almost disappearing and I feel sure that its entire elimination will have much to do with erasure of many deficits in house operation. The operation of a golf clubhouse on an even-break basis is difficult enough job for an experienced manager with a free hand to care for the situation as his experience and observation dictates. But when he must follow the wild hunches and



Thomas Ream, at
Calumet House Helm

whims of at least a quartette of committee-members he might as well throw in the sponge. The best he can do is to tactfully accept the notions presented by a surplus of committeemen and endeavor to fit them into the operating plan with the minimum of waste and disturbance. When the end of the year comes and he finds himself confronted by a sizable deficit he can only point out the deficits of other clubs, and refrain from stating that the other club deficits too are undoubtedly cases of too many cooks.

Focus Responsibility

At Calumet we are operating on a satisfactory basis because it's up to me and I don't make this statement as a boast. I carry out the policies laid down to me by my house-chairman and he sees to it that these policies are the law for the good of the order and not just the idiosyncrasies of some members here and there, as they are at clubs where the old idea still dominates and the club wonders why its house operation shows such a loss. The collaboration of the chairman of the house committee as the author of the general idea and the manager as the author and director of the practical details and operations is the modern and correct idea in house management. Its extension will go far to dispel the old idea that a golf clubhouse must be run deeply in the red every year.

How significantly true that a manager cannot function up to his entire ability if he is checked by the ever-restraining hands of a superfluous governing body. Hail the manager and exit the steward with his sundry bosses; the uniformed heads of each department who handicapped the possibilities of an ambitious man.

The mirage of yesteryear is pointed in its contrast to the country club management of today.

Look about you at the club rooms with the smart and tasty arrangements, the snappy-groomed and uniformed attendants, ultra-serviced dining rooms, enduring co-operation among manager and employee, the clean shining kitchens, and you will see the result of successful supervision made possible by the present efficient arrangement of officers in a club. Man preserves the sanctity of his home, and the clubhouse is home to the wide-awake manager.

I speak of the above from my own experience. We have the usual board, and I operate under one man only, the chairman of the house committee. I work out my plans to be submitted, always with an eye towards banishing waste and extravagance, present it to the chairman of the house committee, and he, in turn, has it passed before the board, and my answer is back on my desk. No hitch, nor unpleasantness, and all with clock-like tactics. My work is a pleasure to me. I am sure I would find difficulty working under dissimilar conditions. No businessman, operating a trade office or any other kind of business, can boast of smoother methods than we have here.

Locker-Room Operation

As an example, I want to point out a few features in the locker room: 1. Plenty of guest lockers in each aisle of locker-room. 2. Telephone inside of shower-room enabling member to have his call convenient to his shower. 3. Being exacting in detail, I have everything from a razor blade to an umbrella in the locker room to meet the demands of the man accustomed to good service. 4. In the wash-room, we have put in adhesive tape with scissors hanging on the wall for use. 5. There, also, they can find everything from an eye-cup to mouth-wash. 6. Our new fountains of the latest type, filter attached, has won high favor over the former 5-gallon water bottle type. 7. Radio in every room of the clubhouse, pouring forth effervescent melodies and current events.

I am a firm believer in as near-to-permanent organizations as I can create, but, of course, the winter break makes that not quite possible, yet by the donation of a goodly season-bonus and a small increase in salary, I have had the good fortune to retain about 90 per cent of my most de-

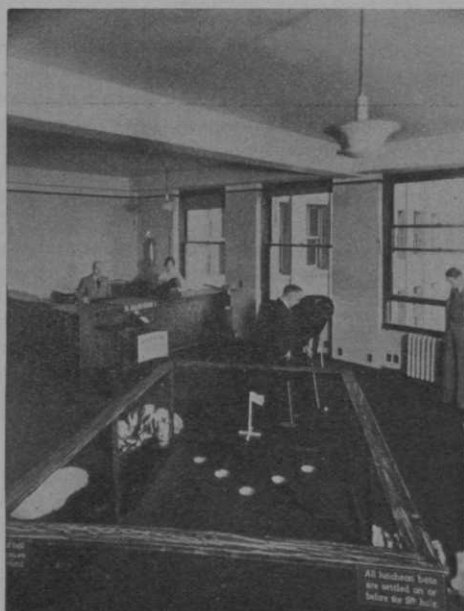
sirable employees year after year for the three years I have managed this club. I have found that breaking in new employees is costly.

Watch Over Food Quality

It is needless to say, of course, that we use only the best of food commodities obtainable. A satisfied palate seems to be more beneficial than a few dollars increase in the restaurant surplus. We serve a dinner for \$1.75 of chicken and steak, and a \$1.50 dinner of roast-beef, chops, eggs, etc. The waitress orders the meat course as she serves the appetizer; no delays, smooth-running efficiency, and up to the minute detail in serving the man who desires impressive service for himself and family.

Our store-room is in charge of a competent young man, who checks all of the articles in and out, a perpetual inventory system entered on index cards; fluctuating price, size of article, poundage, brand, materials used daily, etc.; and then a daily list kept of what is needed.

Our clubhouse has been operating on an even-break and sometimes surplus basis. The restaurant, being such an uncertain proposition, has had both red and blue ink, but not much of either.



The eighteenth at Bierly-Jansen indoor course at General Motors Bldg., Detroit. One of the five cups gives a free round.

Expert Details Inch-by-Inch His Yard-stick for Measuring Manager

By HENRY R. DUTTON

National Secretary, Club Managers' Association

THE time has come when clubs must be merchandised just as other businesses are. The profits which accrued to the departmental side of the club's business by virtue of the existence of its bar can no longer be counted on. It is because of this fact, together with a natural desire for more economical prices and better financial results, that methods of efficiency and system have been introduced into club management. Keeping these things in mind it must be realized that the selection of a manager is no small task, and not to be taken lightly as is too often the case, with dire results.

Before you can apply your yardstick you must, of course, have the material to measure and I would say a few words with regard to the methods which you should use in obtaining the candidate for the position.

You can, of course, advertise in newspapers and trade journals. These methods are convenient and have merit. You can also interview men of whom you have heard of by reputation, but be sure that those who are recommending these same men are not doing so in order to relieve themselves of a bad bargain. The only other source of supply which we know of worth giving consideration to is by directing inquiries to the Club Managers' Association of America which maintains a bureau for this very purpose and goes over material with a fine-tooth comb before making recommendations.

If you wanted a professional for your club, the logical place to go would be to the P. G. A., obtaining its list and then making your selection with regard for your special needs. If you wanted a good orchestra and you were not particularly skilled in music yourself, the opinions of those who were engaged in that profession would certainly be worthwhile, and be more apt to lead you in the right direction.

So it is in the securing of managerial material. When an association sets up a standard of ethics in order to elevate and

improve the calibre of its members you can be pretty certain that from its ranks you are going to be able to secure the best possible kind of material.

Manager's Essentials

He should be neat and dignified. His should be not necessarily a cold dignity, for a ready smile and a pleasant manner is essential in his dealing with the membership. He must have personality that begets confidence and respect, not only from his membership but from employes as well.

Education to my mind is essential and the more education the better. I mean by that the education of schools or a college, or its equivalent in self-education by contact with those who are educated and by reading and study. The man must have the ability to carry on an interesting conversation on current topics, and particularly should he be familiar with those subjects in which his club's membership is interested. On the other hand, he should not be too talkative so as to be a bore or to the degree that his manner seems intrusive. He should be a gentleman, polished, refined and cultured with the ability to meet all those with whom he comes in contact on an equal footing, at the same time having the delicacy and judgment not to overstep the bounds.

Dealing, as he does, with problems often delicate which may have grave results, diplomacy must be his by instinct. I should also add tact, good breeding and



Henry R. Dutton, Manager Boston City club; a glutton for labor whose appetite is satisfied plenty by duties as Club Manager's national secretary

a sense of humor. Certainly a sense of humor is a necessity in the business which deals with the peculiarities and idiosyncrasies of such a cross section as is found in the average club.

His record for honesty and integrity must be above question, and this information is obtained through a rigid inspection of his references and by correspondence or conversation with those by whom he has been formerly employed.

His actions and his bearing must be such as to command respect of members and the immediate obedience of his subordinates. He must be conscientious to the nth degree and regard to the number of hours which he devotes to his work should be of secondary importance to him in his desire to obtain the best results. To the real manager, his work is a hobby and it should be his greatest interest in life. I do not fear contradiction when I say that the majority of the best managers in this country are in the business because they love it.

Generally, I would say, therefore, that the man of your selection in this first unit of measurement will be one who gives a pleasant first impression as to personality and his measurement of character will be obtained by investigation.

Organizing Ability Vital

The man you are seeking will be an organizer, not merely an executive who can take an already made organization and make it function, but one who can, when necessary, attend to his own organizing along sound business lines. He must be a judge of labor (of men and women), have a knowledge of each and every job that his employees must fill, have the ability to efficiently plan the duties of the organization and see that the work of each is carried out to a satisfactory conclusion. He must also know how to make his organization function as a machine, automatically and in such a way that subordinate spare parts are ready and able to step in when needed for instant replacement. How many organizations can you think of where everything goes beautifully while the various heads of departments are on the job, and then when a man is out sick without advance notice everything goes wrong because that man had a special part to perform and that performance is now lacking? That type of organization is weak and does not come up to the standard which the ideal manager would hope to attain. You will find

that this is the greatest weakness in most club organizations, that in other words, there is no real organization. The man who will meet your standard must know the systems of organization, methods of delegating responsibility and authority, and the laying out of the work to be accomplished.

As an executive, he must know how to deal properly with those under his command in order to obtain their willing cooperation and the desire to please which comes through proper handling of the modern employe. This manager will realize that alone he cannot succeed, but only through the combined efforts of each and every employe whose interests, loyalty and enthusiasm he has gained, and that through this combination only can success be achieved.

The desirable manager will be the man who gives the impression immediately of being thoroughly alert and familiar with business practice, who has executive and technical ability, one who can give you a direct answer to your question without hedging or stalling, ever ready to make his decision, and standing or falling on the result. In order to obtain this measurement you must be guided partly by your judgment or impression of the man during your conference with him, by the type of letter that he writes, by his record of past experience, but chiefly by his reaction to questions that you will ask him, and the readiness with which he may reply as the questions are put. There are many questions which your committee members may ask which do not require a technical knowledge of club management, but which may concern your own club and your own experiences, particularly those experiences which have been unpleasant and which have led you to contemplate this change in management.

The Club, Not You, Governs

Do not judge your applicant on the basis of whether his solution of the problem is one that meets with your personal approval, but rather whether it offers a proper solution for the club's best interests.

I can recall at this time a club where things had disintegrated to a great extent because the manager was one of those with a weak backbone, unable to give orders and see them carried out by his kitchen crew.

One of the committee members in interviewing the applicant for the manager's

position put this question, "If you had instructed your chef that during the meal hour when the demand was heavy to have potatoes for baking put in the oven every 15 minutes so that they would come out in proper condition at frequent intervals, if you found that your orders were not carried out, what would you do?" The manager instantly replied, "If I found that my chef would not take orders, I would get a new one who would." Naturally that was the correct answer. Another question was asked, "If you were buying what you supposed to be 30 per cent cream, and you were paying for that, and the cream was of an inferior quality, not averaging the proper percentage, what would you do?" The answer, of course, is to do business with a concern that is reputable and dispensing with those who do not live up to their agreement.

There are many questions concerning your own club and its problems to which your applicant may give you solution in the course of your interview if he is the right type of man, and it is upon these that you will judge his fitness for the position, namely, his ability as an executive and organizer and his fitness to head an organization.

Must Know Housekeeping

It is most important that your manager must know the hotel side of club operation. By this I mean the technical side of the business, and in these subjects he must have a broad knowledge. He must know the system employed and the operation and administration of the front office, of bookkeeping and accounting, the routine and duties for clerks, bellboys, locker-room boys, and all the various classes of employees, he must know housekeeping in all its details, and to my mind this is one of the most important of his many jobs. This housekeeping phase of club operation means the upkeep, the cleanliness and the appearance of your property, and it is in this phase that we who have inspected many clubs find that managers fall down much to the club detriment. He must direct his purchasing department, and understand the systems and method of purchasing in every detail. He must know laundering, mending, cleansing, systems required for the proper control of linen in the linen rooms for use in the various departments so as to prevent losses and damage and theft. He must be familiar with the purchasing of rugs, furniture and general supplies and his understanding in

these matters must be based on a knowledge of quality, price and desirability. He should know something of the manufacture and care of these items. He must have the characteristics of the housewife and a knowledge of housecleaning, and, most important, an eye for cleanliness which immediately recognizes by instinct that which is not in proper condition.

I could go on indefinitely regarding the housekeeper's phase of a club manager's work, but those I have mentioned are of sufficient importance to indicate something of the technical knowledge required.

The question of upkeep is closely allied with housekeeping, and this includes a knowledge of painting, decoration, electrical work, machinery, carpentering, upholstery and some smattering of architecture and construction.

I recently talked with the chairman of the house committee of a new club in the east. His manager was replaced after the first two years, and I am told that he had neglected the upkeep of the property to an extent which was making it necessary for the club to spend thousands of dollars this year to put it back in condition, and a large portion of this could have been saved by following out the old adage, "A stitch in time saves nine."

The importance of architecture and construction in the manager's repertoire of knowledge is important so that he may assist in the drawing of plans and construction of lay-out of a new club or for the reconstruction of old club, thus saving through his technical knowledge and experience thousands of dollars which might otherwise be wasted as we have found in many cases. Many a club and hotel, too, would have saved vast sums of money spent because of breakage and the necessity of maintaining a greater number of employees, and all of the other costly difficulties which arise because of inefficient planning if a skilled manager had been consulted in regard to the plans in the first place.

(To be continued.)

Clear evidence of the development of the women's game comes in the revision of women's par by the Women's Western Golf Association. Women's Western par beginning in 1931 will be:

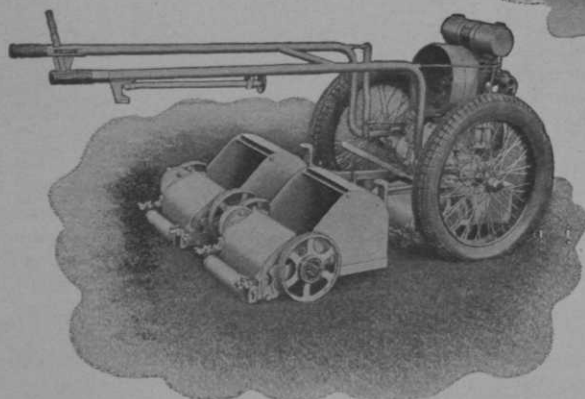
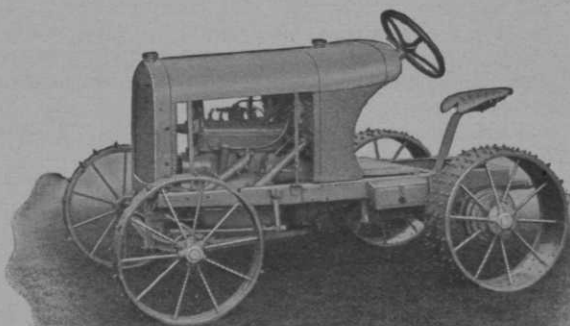
Up to and including 200 yards, par three; 201 yards to 375 yards, par four; 376 yards and up, par five. It is expected the U. S. G. A. women's par soon will be revised.

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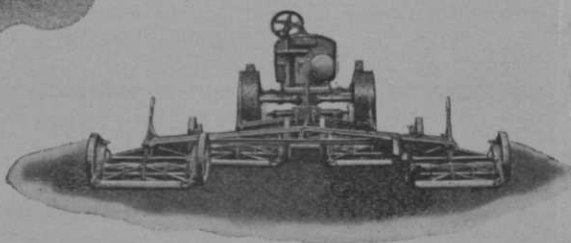


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