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Parks Department, Utica, New York
Country Club, Travistock, New Jersey
Elks Country Club, Plattsmouth, Nebraska
Princeton University, Princeton, New Jersey
Metropolitan Park Golf Club, Cleveland, Ohio
Latrobe Country Club, Youngstown, Pennsylvania
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Sun	Mon	Tue	Wed	Thu	Fri	Sat
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

SEPTEMBER						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

OCTOBER						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
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Golfdom

The Business Journal of Golf

REG. U. S. PATENT OFFICE

Vol. 7

AUGUST, 1933

No. 8

What Will the Golf Clubs Adopt as Their Code?

By HERB GRAFFIS

BETWEEN NOW and August 31, at which time provisions of the President's emergency re-employment drive become effective, the golf business will have to make some major readjustments in wages and hours of work.

What these will be nobody can tell you because interpretation of the act and revisions to apply the act to any specific industry are largely up to the representative trade organization of that industry, which in the case of golf is the United States Golf association. The USGA now is considering what steps will have to be taken by golf clubs in complying with the new code.

Puzzles in the general code abound so far as the golf clubs are concerned. Take, for example, the matter of caddies. According to the code, after August 31 persons between 14 and 16 years of age can be employed for not to exceed 3 hours per day and those hours between 7 A. M. and 7 P. M. in such work as will not interfere with hours of day school.

It usually takes more than 3 hours to play an 18-hole round, so under the general interpretation of the code the caddies are ruled out of 18-hole rounds. As it is now, there are youngsters under 14 who are doing plenty of pleasant, profitable work lugging clubs. Considering the caddie welfare work that is done by many golf clubs, the character of the work, and the im-

portance of the added income the youngster brings to some poor family whose principal activity has been raising caddies for the market, this code on the caddies is open to revision in fairness to the caddies.

In the event the code stands pat on the kids the alternatives of flat rates to older caddies of \$15 minimum down to \$12 a week, according to the population of the immediate trade areas of the golf clubs, or payment of a minimum of 30 cents an hour, are presented by the code as first published. In most cases this will represent a substantial increase in caddie rates, consequently will boost the practice of the player carrying his or her clubs. In this event you can make your own bet against the sportsmen toting around bulging quivers of equipment, including the 6 $\frac{7}{8}$, 9 and 24/69 irons, the Whamitt No. 7 wood and such-like additional specialty clubs.

As near as can be figured there are about 350,000 youngsters employed with fair regularity in caddying. The caddie wages for 1932, according to expert estimates, ran over \$19,000,000.

Confusion Further Confused

The term "in the immediate trade area of such city," which is mentioned in setting minimum wages for certain population divisions, already has green-chairmen up in the air. Should a golf club in a metropolitan suburb, most of whose mem-

PPROMPT action must be taken on a code for golf clubs in accordance with the national industrial recovery act.

More people play golf, and more people work at golf, than there are active in any capacity in any other American sport except hunting and fishing.

Even though golf and all other sports are luxuries, a purpose of the national industrial recovery act will be defeated if golf clubs are compelled to adopt working regulations that will necessarily react adversely on the employment phase of the game.

The United States Golf association and the Western Golf association are working in close harmony in an effort to determine what will make the most satisfactory code for golf clubs.

Code problems of the larger clubs are more sharply defined than those of the smaller clubs, so the smaller clubs, especially, must not neglect to acquaint the code-makers with the smaller club conditions.

Fee courses, too, have unique problems that must be considered.

The United States Golf Association, 110 East 42d Street, New York City, will welcome code suggestions from all club officials, department heads or owners.

bers live in that or neighboring suburbs, base its code scale on the population of the suburban area or on the population of the metropolitan area?

Your guess right now is as good as ours.

Agricultural labor is exempt from the code, as are professional occupations and domestic servants. Therefore is a greenkeeper or course laborer in agricultural labor? Is a pro in a professional occupation other than in name? Is a waiter, locker-room employee or bartender, by some stretch of the imagination, a domestic employee, inasmuch as there are restrictions on admission to clubs and they are not operated like hotels or restaurants?

In the case of course employees, some clubs are figuring on paying the minimum metropolitan scale of 40 cents an hour and adopting the 40-hour week. This will mean that the time of work of the course em-

ployees will be staggered as some work is necessary on a course every day of the week and almost every hour of the day and night if it's a first class course.

Some metropolitan district clubs have been paying 30 cents an hour for a 54-hour week, or a total of \$16.20. Under the code they will pay \$16 for a 40-hour week.

The clubs want to comply with the code, but when a club happens to be in the red it seems like the employees will simply have to do the usual 54 hours of work in 40 hours. The only answer the greenkeepers can see is more extensive use of labor-saving equipment—so a boom is expected in the equipment market.

There again the code gets in its work. It is no secret that what maintenance equipment has been purchased during the last couple of years has been bought at a net loss to the manufacturer. The recovery legislation is intended to end this sort of thing—so a rise in the price of maintenance equipment is inevitable.

Labor costs run from 60% to 70% of the annual cost of golf course maintenance. Even during the last two years when course maintenance costs have been sharply reduced, it is seldom that the labor cost percentage runs under 60%. Latest figures available on course labor costs were those for 1931, which were \$33,531,807 for the 3,341 9-hole clubs and 2,350 18-hole clubs combined.

In 1932 and 1933 this figure was cut at least 25%. The new code, as at present strictly interpreted, calls for approximately a 25% increase in greensmen wages.

Employees in "managerial or executive capacity, who now receive more than \$35 a week," are not covered by the regulations governing maximum hours so the new code may have in it some bright light for the greenkeeper receiving less than this amount but whose working hours are from 6 A. M. until 10 P. M.

Pro Is Up in Air

The pro status is subject to a number of different definitions. If he is in a "professional occupation" according to the code authorities' definition, he is excepted from the code, but the age, wage and hours of his assistants, club-cleaners, etc., come under the provisions of the code. If he is an employee of the club, paid a straight wage and having the club handle the shop sales, that gives him another rating, unless it should be decided that his chairman and

not the pro is the man in "the managerial or executive capacity," in which case the pro's place is in still another category.

Pro an Executive?

If the golf club doesn't consider the pro an executive and thus exempt from the salvation rules for the working men it is too late to make him one now and restrict his working hours to 40 a week. The code intends to prevent subterfuge and evasion.

It brings out a lusty laugh to consider how some folks who have thought that 50% of the pros were the laziest muggs in the world, will be surprised to learn that even the most languid of the pros put in more than 40 hours a week on the job and the average pro comes nearer to 60 hours a week at his club.

Among the 87,000 men and women (exclusive of caddies) employed at United States golf clubs, there are 3,327 pros of record and 3,868 greenkeepers. In some of the cases the pros are of record as pro-greenkeepers, as are some of the greenkeepers.

Managers in Dilemma

Golf club managers who have experienced every misery except those resulting from high-living during the past three years are utterly at sea about the code and eagerly await its specific interpretation to the golf business.

Nominally they are in "managerial" positions, although one of the frequent and well-founded moans of the managers is that they are not allowed to manage. However, they have been allowed to work the excess hours allowed to those in "managerial and executive capacities" receiving more than \$35 a week. Week-ends at several large clubs we could mention, the manager is lucky to have 6 hours' sleep from 7:00 A. M. Saturday until midnight Sunday.

These managers have been operating on drastically reduced budgets and as a general thing getting by remarkably well. In certain instances they have been aided by the fact that some employees have been willing to work for room and board and cigarette money to get in out of the storm during the depression. When a manager took on such employees as an act of kindness to employees, it was a fine thing to do, but when a fellow used the depression as a hammer for getting his cheap labor and making a reputation for himself it was a downright stinking act and brought

forth such condemnation as that pronounced at a managers' meeting a couple of years ago by the fiery Harry Doherty, manager of Chicago's Union League club. However, there will be no more of that under the provisions of the new code, or someone will get in a very unpleasant jam.

The seasonal character of the golf club business and the uncertainties of the hours make the manager's job of adhering to the spirit of the letter of the code a difficult one. The chef affords a problem. Starting on Saturday morning at around 6 o'clock, the chef works through the dinner dance, or when he starts at his usual time weekday morning he frequently has to stay overtime because some group of important members gets to gnawing on the bottle and forgets the time. The manager doesn't dare herd them in for fodder. What can the manager do when the chef reminds him of the code; tell the tardy members to go to the N. R. A. for grub, and still keep his job?

The matter of long hours in the locker-room which are spent by the attendants because of tips which often are more than their wages, is another phase of the code application that disturbs the managers.

Some of them have read in the spirit of the act an intention to replace women at work with men who are at present unemployed. What will this mean to the club that prefers waitresses to waiters, as many clubs do now?

Organized Action Imperative

It is obvious as you look at this necessity for a golf club code that the code of no other business applies. There are many details in the restaurant code that could not be practicably or fairly applied in the golf clubhouse business.

What seems to be necessary is for the USGA to get the National Association of Greenkeepers, the Club Managers' association of America and the Professional Golfers' association to take a hand immediately in making a code for the golf business.

The club and ball manufacturers already have held profound conferences to work out their codes, which involve plenty of complications, but the various departments of the club operations are seriously behind schedule.

The general code is flexible and the government gives trade associations license to petition the N. R. A. as a basis of a temporary stay of the code.

Requests for deviation from the code, if forwarded to government authorities with the written approval of the USGA attached, will be accepted pending final decision at Washington, according to prevailing regulations. Consequently the managers', greenkeepers' and pros' organizations and clubs should have their cases on the code in the hands of the USGA without further delay.

Here Is Another Problem

One of the squawks frequently heard during the last two years is that made by daily fee course owners against unfair

competition of private clubs and of municipal courses that operate without taxes and on taxpayers' money in competition with privately-owned fee courses.

In addition to hastening re-employment, the code is intended to eliminate unfair competition, so if the fee courses think they have a howl coming, they can register it officially or quit kicking.

It looks certain that the 40-hour week with more pay will mean more golf played, but in getting ready for that time the golf clubs, their officials and department heads have an urgent and complicated task in formulating a fair code.

Here Is Text of President's Reemployment Agreement

(Authorized by Section 4a, National Industrial Recovery Act)

During the period of the President's emergency reemployment drive, that is to say, from August 1 to December 31, 1933, or to any earlier date of approval of a Code of Fair Competition to which he is subject, the undersigned hereby agrees with the President as follows:

(1) After August 31, 1933, not to employ any person under 16 years of age, except that persons between 14 and 16 may be employed (but not in manufacturing or mechanical industries) for not to exceed 3 hours per day and those hours between 7 a. m. and 7 p. m. in such work as will not interfere with hours of day school.

(2) Not to work any accounting, clerical, banking, office, service, or sales employees (except outside salesmen) in any store, office, department, establishment, or public utility, or on any automotive or horse-drawn passenger, express, delivery or freight service, or in any other place or manner, for more than 40 hours in any 1 week and not to reduce the hours of any store or service operation to below 52 hours in any 1 week, unless such hours were less than 52 hours per week before July 1, 1933, and in the latter case not to reduce such hours at all.

(3) Not to employ any factory or mechanical worker or artisan more than a maximum week of 35 hours until December 31, 1933, but with the right to work a maximum week of 40 hours for any 6 weeks within this period; and not to employ any worker more than 8 hours in any 1 day.

(4) The maximum hours fixed in the foregoing paragraphs (2) and (3) shall not apply to employees in establishments employing not more than two persons in towns of less than 2,500 population which towns are not part of a larger trade area; nor to registered pharmacists or other professional persons employed in their profession; nor to employees in a managerial

or executive capacity who now receive more than \$35 per week; nor to employees on emergency maintenance and repair work; nor to very special cases where restrictions of hours of highly skilled workers on continuous processes would unavoidably reduce production but, in any such special cases, at least time and one-third shall be paid for hours worked in excess of the maximum. Population for the purposes of this agreement shall be determined by reference to the 1930 Federal Census.

(5) Not to pay any of the classes of employees mentioned in paragraph (2) less than \$15 per week in any city of over 500,000 population, or in the immediate trade area of such city; nor less than \$14.50 per week in any city of between 250,000 and 500,000 population, or in the immediate trade area of such city; nor less than \$14 per week in any city of between 2,500 and 250,000 population, or in the immediate trade area of such city; and in towns of less than 2,500 population to increase all wages by not less than 20 per cent, provided that this shall not require wages in excess of \$12 per week.

(6) Not to pay any employee of the classes mentioned in paragraph (3) less than 40 cents per hour unless the hourly rate for the same class of work on July 15, 1929, was less than 40 cents per hour, in which latter case not to pay less than the hourly rate on July 15, 1929, and in no event less than 30 cents per hour. It is agreed that this paragraph establishes a guaranteed minimum rate of pay regardless of whether the employee is compensated on the basis of a time rate or on a piecework performance.

(7) Not to reduce the compensation for employment now in excess of the minimum wages hereby agreed to (notwithstanding that the hours worked in such

employment may be hereby reduced) and to increase the pay for such employment by an equitable readjustment of all pay schedules.

(8) Not to use any subterfuge to frustrate the spirit and intent of this agreement which is, among other things, to increase employment by a universal covenant, to remove obstructions to commerce, and to shorten hours and to raise wages for the shorter week to a living basis.

(9) Not to increase the price of any merchandise sold after the date hereof over the price on July 1, 1933, by more than is made necessary by actual increases in production, replacement, or invoice costs of merchandise, or by taxes or other costs resulting from action taken pursuant to the Agricultural Adjustment Act, since July 1, 1933, and, in setting such price increases, to give full weight to probable increases in sales volume and to refrain from taking profiteering advantage of the consuming public.

(10) To support and patronize establishments which also have signed this agreement and are listed as members of N. R. A. (National Recovery Administration).

(11) To cooperate to the fullest extent in having a Code of Fair Competition submitted by his industry at the earliest possible date, and in any event before September 1, 1933.

(12) Where, before June 16, 1933, the undersigned had contracted to purchase goods at a fixed price for delivery during the period of this agreement, the undersigned will make an appropriate adjustment of said fixed price to meet any increase in cost caused by the seller having signed this President's Reemployment Agreement or having become bound by any Code of Fair Competition approved by the President.

(13) This agreement shall cease upon approval by the President of a code to which the undersigned is subject; or, if the N. R. A. so elects, upon submission to a code to which the undersigned is subject and substitution of any of its provisions for any of the terms of this agreement.

(14) It is agreed that any person who wishes to do his part in the President's re-employment drive by signing this agreement, but who asserts that some particular provision hereof, because of peculiar circumstances, will create great and unavoidable hardship, may obtain the benefits hereof by signing this agreement and putting it into effect and then, in a petition approved by a representative trade association of his industry, or other representative organization designated by N. R. A., may apply for a stay of such provision pending a summary investigation by N. R. A., if he agrees in such application to abide

by the decision of such investigation. This agreement is entered into pursuant to Section 4 (a) of the National Industrial Recovery Act and subject to all the terms and conditions required by Sections 7 (a) and 10 (b) of that act.

New Jersey Turf Field Day Draws 100

ANUAL Turf Field Day, held at the New Jersey Agricultural Experiment station, New Brunswick, on June 19, 1933, attracted a group of approximately 100, who inspected the plots in the early afternoon. Each of the several hundred plots were fully labeled, providing visitors with an opportunity to draw their own conclusions regarding the effect of the various treatments. A discussion of the recent results was given on the turf plots by Dr. Howard B. Sprague during the course of the afternoon.

At 6:30 p. m. the group adjourned to the Elks' Club in New Brunswick for a dinner and evening program. Robert F. Arnott, chairman of the Green Section of the New Jersey G. A. and also of the Metropolitan G. A., was master of ceremonies. The first address of the evening was by L. P. Christenson, president of the New Jersey G. A., whose subject dealt with economy in golf course management. Other speakers of the evening included Dr. John Monteith, Jr., of the USGA Green section, Dr. Edward E. Evald of the New Jersey State Experiment station, and Louis Weiland, representative of the New Jersey Greenkeepers' Assn. Dr. Howard B. Sprague, agronomist in charge of turf investigations at the New Jersey Agricultural Experiment station, concluded the evening program with a discussion of the proper place of fairway watering in golf course management.

WALTER KELLER, pro at the golf department of Carson, Pirie, Scott & Co., Chicago department store, is making highly successful use of motion pictures in golf instruction.

Keller uses Bell and Howell equipment to take pictures of his pupils during various stages of their development.

During the National Open Keller shot films of several of the stars at practice and uses these pictures in showing his pupils models of form.



Here is a splendid example of tight, yet natural-looking trapping for a one-shot hole. The view is the third hole at Cypress Point, 170 yards.

Twenty Years of Greenkeeping Have Taught Me Plenty

By DR. ALISTER MACKENZIE

ABOUT 20 years ago the Greenkeepers Association of Britain was formed.

I gave them their first series of lectures which later were published in the first year book of the association, and subsequently formed the basis of a little book I wrote on golf architecture.

I have not given any lecture since those days so I thought it might be interesting to review the progress of greenkeeping since that period. I will therefore give some quotations from my former lectures and comment on them.

"A common mistake in greenkeeping is to imagine that because one form of treatment benefits one course it will necessarily benefit another.

"The greenkeeper should have sufficient

knowledge of chemistry and botany to be able to tell what form of treatment is most likely to benefit his particular greens.

"For example, the ordinary artificial manure sold by some seed merchants for golf courses consists of a mixture of three parts superphosphate of lime, one part each of sulphate of ammonia and sulphate of potash, and one-tenth of sulphate of iron. If no weeds are present the sulphate of iron may be omitted from the mixture; if daisies are present the sulphate of ammonia should be increased; if clover is present the sulphate of lime should be lessened in quantity; if the turf is sour, or if sorrel is present the sulphate of ammonia should be lessened and lime used as a separate dressing.

"Farmyard manure should not, as a rule, be used as a surface dressing on golf